

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
ONE THOUSAND FOUR HUNDRED AND THIRTIETH MEETING
OF THE BOARD OF TRUSTEES

Columbus, Ohio, May 4, 2007

The Board of Trustees met at its regular monthly meeting on Friday, May 4, 2007, at The Ohio State University Longaberger Alumni House, Columbus, Ohio, pursuant to adjournment.

**

**

**

Minutes of the last meeting were approved.

**

**

**

May 4, 2007 meeting, Board of Trustees

The Chairman, Judge Duncan, called the meeting of the Board of Trustees to order on Friday, May 4, 2007, at 9:45 am. He requested the Secretary to call the roll.

Present: Robert M. Duncan, Chairman, Dimon R. McFerson, G. Gil Cloyd, Jo Ann Davidson, John D. Ong, Douglas G. Borrer, Leslie H. Wexner, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, Thekla R. Shackelford, Yoonhee P. Ha, and Christopher Alvarez-Breckenridge.

--0--

Judge Duncan:

At this time, I would like to nominate the slate of Officers of the Board and unless there are any objections the slate of officers are as follows:

ELECTION OF OFFICERS BOARD OF TRUSTEES

Resolution No. 2007-131

WHEREAS at its March 2, 2007 meeting, the Board elected Dr. G. Gilbert Cloyd to serve a two-year term as chairman of the Board; and

WHEREAS the remaining officers of the Board shall be elected at this meeting and all officers shall take office immediately following adjournment of this meeting:

NOW THEREFORE

BE IT RESOLVED, That the following slate of officers be nominated for election:

Karen L. Hendricks, Vice Chair
David O. Frantz, Secretary
Thomas Johnson, Interim Treasurer

Upon motion of Amb. Ong, seconded by Dr. Cloyd, the Board of Trustees adopted the foregoing resolution by unanimous roll call vote, cast by Trustees Duncan, McFerson, Cloyd, Davidson, Ong, Borrer, Wexner, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, and Shackelford.

--0--

COMMITTEE APPOINTMENTS

Resolution No. 2007-132

BE IT RESOLVED, That the appointments to Committee and representatives to various Boards be approved as follows::

Academic and Student Affairs Committee:

Douglas G. Borrer, Chair
John D. Ong, Vice Chair
Robert H. Schottenstein
G. Gilbert Cloyd
Thekla R. Shackelford
Alex Shumate
John C. Fisher
NEW STUDENT TRUSTEE

Fiscal Affairs Committee:

Jo Ann Davidson, Chair
Karen L. Hendricks, Vice Chair
Dimon R. McFerson
Leslie H. Wexner
Brian K. Hicks
Walden W. O'Dell
Alan W. Brass
Christopher A. Alvarez-Breckenridge

May 4, 2007 meeting, Board of Trustees

Investments Committee:

Dimon R. McFerson, Chair
Walden W. O'Dell, Vice Chair
Jo Ann Davidson
Robert H. Schottenstein
John D. Ong
Ex Officio:
John Gerlach, Jr. (Found. Bd)
David A. Rismiller (Found. Bd)

Audit Committee:

Robert H. Schottenstein, Chair
Thekla R. Shackelford
G. Gilbert Cloyd
Alan W. Brass
James Gilmour (3/1/05 – 2/29/08)
James Bachmann (11/3/06–11/1/09)

Agricultural Affairs Committee:

Walden W. O'Dell, Chair
Robert Boggs, Vice Chair, Ex Officio
John D. Ong
John C. Fisher
NEW TRUSTEE
Christopher A. Alvarez-Breckenridge
NEW STUDENT TRUSTEE

Medical Center Affairs Committee:

Dimon R. McFerson, Chair
Brian K. Hicks, Vice Chair
Jo Ann Davidson
G. Gilbert Cloyd
Robert H. Schottenstein
Alan W. Brass
Ellen Hardyman
David Lauer
Donald Shackelford

Governance Committee:

G. GILBERT CLOYD, CHAIR
Karen L. Hendricks, Vice Chair
Dimon R. McFerson
Jo Ann Davidson

The Arthur G. James Cancer Hospital & Richard J. Solove Research Institute Board:

Karen L. Hendricks, Chair
Robert H. Schottenstein

University Hospitals Board:

Brian K. Hicks

Campus Partners Board:

Brian K. Hicks
Robert H. Schottenstein

Research Foundation Board of Directors:

G. Gilbert Cloyd

University Foundation Board Ex Officio Class of Directors:

Karen L. Hendricks (2007)
Robert H. Schottenstein (2008)
Douglas G. Borror (2009)

Affiliated Entities Committee:

Karen L. Hendricks (2008)
Dimon R. McFerson (2009)
John C. Fisher (2010)
VACANT

Science and Technology Campus Board:

VACANT

Regional Campus Trustee

Liaison:

Robert H. Schottenstein

University Managed Health Care System, Board of Directors

JOHN C. FISHER

Self-Insurance Trust Board:

Dimon R. McFerson

Richard M. Ross Heart Hospital:

THEKLA R. SHACKELFORD

Committee on Trusteeship

Dimon R. McFerson, Chair
John D. Ong
Walden W. O'Dell
Alex Shumate
Robert H. Schottenstein
Chairperson of the Board, ex officio

Wexner Center Foundation Board:

Robert H. Schottenstein+ (2010)
Leslie H. Wexner

+ President's Appointment

Upon motion of Dr. Cloyd, seconded by Mr. Hicks, the Board of Trustees adopted the foregoing resolution by unanimous voice vote.

--0--

RECOGNITION OF YOONHEE P. HA

Judge Duncan:

Over the years, this Board has been well-served by its student trustees. That is certainly the case of Yoonhee Ha, who is attending her final meeting of the Board today.

Yoonhee Ha has had an impressive undergraduate experience. She has been selected as the 2007 Marshall Scholar and is the first Ohio State student chosen for this prestigious scholarship since 1997. Yoonhee is also the only OSU student to have ever received both the Marshall and Truman scholarships, which she received when she was a junior. In all, Yoonhee has received 26 merit scholarships.

Yoonhee is double majoring in microbiology and finance, with minors in Korean and political science. She intends to go to the University of London, London School of Hygiene and Tropical Medicine next fall to study public health.

Yoonhee, you have been an outstanding student trustee and a wonderful example of the committed students we have here at Ohio State. We thank you for your contributions and wish you every success in the future. We all share your parents' pride in you and will miss you very much.

Members of the Board, ladies and gentlemen, this truly is a superstar. In recognition of your outstanding service to the University, we would like to present you with this plaque.

--0--

PRESIDENT'S REPORT

President Karen A. Holbrook:

It is very difficult to know the right words to adequately and appropriately thank someone who has contributed so much to this University as Judge Duncan. Judge, the University has had the privilege of working with you not only for your nine years on the Board of Trustees, but also for much longer as you served the University directly as general counsel and as secretary to the Board, and through countless other ways focused on your own field of law and other interests across the campus. You have been an outstanding Board chairman this year. I would daresay that it has been an unusual and difficult year full of challenges and the need for dedicated Board involvement and steadfast leadership. The number of days that you've spent in Bricker Hall is testimony to the activities that are constantly before us in this complex University and a statement of the commitment you have made to our governance. You have spent countless hours at events off-campus as an advocate for and to support the success of the University and the increasingly positive future for our students, faculty, and staff.

As chairman of the Board, you have led with knowledge, insight, wisdom, respect, and compassion. I have watched you agonize over decisions not because it is difficult for a judge to make decisions, but because you fully understand and appreciate the impact of any decision on individuals and you think deeply and care greatly about that impact. It has been a personal pleasure for me to work with you over this past year.

I wish you the enjoyment of your morning coffee without picking up the paper to scan for the next issue that is going on at Ohio State that would

May 4, 2007 meeting, Board of Trustees

bring you to Bricker Hall for the day, and the opportunity to linger over pages of the *Dispatch* that have nothing to do with Ohio State. I know that even though there are other items on your daily agenda besides Ohio State, it will always be a first priority for you, and you will maintain your love and close association to your University throughout the future. Thank you for your wonderful years of service and your leadership to this great institution.

We received wonderful news yesterday that Bobby Moser has been invited to join the board of directors of the Kellogg Foundation. This is a great honor and it says a lot about you, Bobby. His appointment to the Kellogg Foundation Board will bring a great deal of prominence to the University. Congratulations, Bobby.

I also want to thank and congratulate Joe Alutto for accepting the interim position as executive vice president and provost. We know the transition between Barbara and Joe is going to be a very smooth one. Joe, I know your leadership with the University is welcomed and we are pleased you have agreed to accept this position.

A few pieces of good news about our undergraduates: 160 students were elected to Phi Beta Kappa, including 16 for a second time and 3 for the third time. Let me mention a few great examples of things that have happened directly to our undergraduate students. Once again, I have to start with Yoonhee since she has earned another honor. Yoonhee has been recognized as an Academic All-Star by *USA Today*. She is only one of 20 students from more than 600 nominees across the United States selected on the basis of grades, leadership, activities, and ways in which the student extends his/her intellectual talents beyond the classroom. Congratulations, Yoonhee, for yet another honor.

Theresa Yoon, a student in International Studies, won a critical language scholarship from the U.S. State Department and the Council of American Overseas Research Centers for summer study in Korea. She also earned an internship at the U.N. in New York, and another at the U.S. Embassy in Mexico. This shows how wide of an impact our students have across the world.

Corin Marron, a senior honors student majoring in FAES, has been named a Morris K. Udall Scholar. She traveled to South Africa last summer to learn about water needs in impoverished communities and is the co-leader of the South Africa Water Reuse Initiative, a team of students developing a natural water filtration and irrigation system.

Laura Tompkins, a senior political science major, traveled to Brazil last year to study political organization in shantytowns. Her senior thesis focused on the relationship between poverty and democracy. Laura is graduating next month and in March 2008, she will be heading back to Brazil on a Fulbright Scholarship.

A group of PharmD students, from the College of Pharmacy, was recently awarded the Excellence in Public Health Pharmacy Practice from the U.S. Public Health Service for their work with Operation Diabetes. They visited middle schools in central Ohio educating students about diabetes and the effects of excess sugar in the bloodstream.

Two students have been recognized as recipients of the 2007 Student Award for Excellence in Community Service. Aimee Gall, a fourth-year mechanical engineering student, is vice president of Engineers for Community Service. This is a group that works in Honduras at an orphanage for children with HIV/AIDS. Corrie Ziegler, a fourth-year

May 4, 2007 meeting, Board of Trustees

optometry and vision science major, has volunteered throughout her entire undergraduate career and has been vice president and president of Ohio State Volunteers for Optometric Services to Humanity, which brings optometry services to people in developing countries. Again, our students are absolutely everywhere.

Then in a tech-transfer activity, Sarah Herringshaw, from the Department of Food Science and Technology in FAES, helped develop the Roasted Caramel Apple Cream sauce that is part of a new signature hotcakes dish on the Bob Evans menu. She learned this when she was in an internship program with Total Ultimate Foods.

From our regional campuses we have graduating senior Kelli Cofer, from Mansfield, who won the Delta Sigma Pi Scholarship Key for a 4.0 GPA. While earning her B.S.B.A. degree in the Fisher College of Business, she also has become a world-ranked feather weight kick boxer. Then we have graduating senior Bob Smith, from Marion, who will earn his B.A. in psychology cum laude, 22 years after earning his associate's degree. Bob is 70-years-old. A couple of years ago, we announced a gentleman from Mansfield who was 98-years-old at the time he received his associate's degree.

Let me mention something about our reaccreditation and next month I will go into greater depth about it. We have just completed a three-year process to prepare for our 10-year institutional reaccreditation from the Higher Learning Commission of the North Central Association of Colleges and Schools. This is a process that was overseen by Academic Affairs and full credit needs to be given to Randy Smith. He did an outstanding job in pulling together, with the help of faculty fellow Stephanie Davidson and a coordinating committee, three years of work into one document. This document is absolutely an exceptional road map for this University, both looking back and looking forward in where we are.

What we have to do for reaccreditation is show evidence that we meet all of the standards in five different areas: 1) mission/integrity; 2) planning -- going forward; 3) student learning and effective teaching -- an area we had a little bit of a problem in last time, because they didn't know how well we were doing in actually assessing student learning; 4) acquisition, discovery, and application of knowledge on our success and research; and 5) engagement and service. We also had the opportunity to have an in-depth discussion on one topic -- graduate and professional education -- and we will hear more about that this morning from Dean Osmer.

We were site visited by a very fine ten-member committee that spent a lot of time on campus talking to many people across various units. They will report to us probably within the next few weeks. I have to say, having sat through and participated in many of these reviews, this was absolutely the finest one I have ever heard. We went through all five criteria without a single criticism and we will come out of it presumably with no follow-up activity. What this says is over the past ten years this University has been very focused on knowing where it wants to go and putting in place many different measures to get us to the right place. This is going to be very exciting when we get the final report back and I look forward to telling you about it.

I am going to close quickly by saying that I think this has been a very good year so far with the legislature. We are very optimistic about the future. We are very grateful to the Governor and Chancellor for putting higher education so high on the agenda and not deciding whether the state needs to improve on higher education, but actually on how to improve higher

May 4, 2007 meeting, Board of Trustees

education. From the Governor's plan we moved on to the House, and the Speaker has been very supportive with the new scholarship programs in STEM education and a new plan that Senior Vice President Shkurti will tell you more about. We have been working with the Senate and we have early signals that what they are going to come out with will be very encouraging. This is a turn around approach to higher education in our state. We are very grateful to the legislature and to all the people who have been involved in promoting higher education as something good for the state and critical in driving the economy in the future. We look forward to seeing that.

Finally, I'm pleased to see what came out of House Bill 2 regarding the governance of the Board of Regents and the Chancellor. I think many of you have heard the news, but I will summarize what change there has been. We now know the Chancellor will have a five-year term, with no term limits, and the Governor can remove the Chancellor without the advice and consent of the Senate.

Mrs. Davidson:

They modified that a bit in the Committee to require input from the Senate.

President Holbrook:

Good. The members of the Board of Regents will have six-year terms beginning in September, with members serving for two terms. The Board of Regents will meet quarterly and instead of conducting its business via the current rules it will adopt its own standards. The Chancellor will request the Board to have at least one public hearing on any program the Chancellor recommends for elimination before he makes that recommendation. The Board will offer its recommendation to the Chancellor, but he or she is not required to accept it before making a decision. The Chancellor will establish rules for advisory duties and responsibilities of the Board, and respond to requests for information about higher education from the members of the General Assembly.

I would also like to say that under the direction of Bruce Johnson, IUC has been a much stronger and responsive group. IUC is working together to follow Bruce's goals, focusing on: affordability, access, accountability, and alignment. I think things are all moving in the right direction downtown for higher education at every single level beginning with the Governor to the Chancellor to the House to the Senate. I look forward to this being a very positive biennium for the system and Bill Shkurti will have more comments for you at a later time. Thank you very much for your attention.

Dr. Cloyd:

I would like to make one comment. A copy of the Reaccreditation Self-Study Report – *Time and Change: A Decade of Progress at The Ohio State University* -- was distributed to all of the Board members. I would also like to acknowledge thanks to Vice Provost Randy Smith and Professor Stephanie Davidson for putting together such a wonderful report. It reflects well on the administration who have put together outstanding programs. It addresses the issues that were raised in the past period, but documents the outstanding progress that the University has made and the bright future we have. This is tremendous work. My compliments to them.

President Holbrook:

I agree, they did a great job and thank you for reading it.

May 4, 2007 meeting, Board of Trustees

Dr. Cloyd:

It was a pleasure to read.

--0--

DOCTORAL PROGRAMS: MAKING CHOICES, MAKING CHANGES

Provost Barbara R. Snyder:

Good morning. I want to start by saying congratulations and welcome to Joe Alutto who will be succeeding me. If he loves this job half as much as I have, he is going to have a lot of fun and you are going to have a great Provost.

I'm pleased to be able to speak to you this morning about graduate education. Of course, I have been here talking about graduate education many times over the last few years and we are coming to the culmination of literally three years of work on this topic. You are going to hear more about those plans in a minute from the new dean of the Graduate School, Pat Osmer.

I do want to start with a couple of updates on our other very important projects. Like graduate education, the undergraduate curriculum is a topic that I have been talking to you about for the last couple of years. We're now in the final phases of curricular revisions that will give our undergraduate students more choices and provide them with what we hope will be a more coherent general education experience. The revisions will also allow our students to complete their degrees in four years like their counterparts at Michigan, UCLA, and other benchmark institutions. Yesterday, the Faculty Council voted, with one abstention, to support the proposal to reduce the minimum number of credit hours required for graduation from 191 to 181. On May 10, the University Senate will act on the proposal. If the Senate approves that change, I will be back for the last time in June to brief the Board on our new undergraduate curriculum and with your approval the new requirements could begin for the students entering in Autumn 2007.

Let me also update you on our new Economic Access Initiative, which I spoke to you about a few months ago. In December I informed you that our goal is for Ohio State to become the nation's leader in enabling financial access to higher education.

Under the leadership of Tally Hart, Ohio State's Economic Access Initiative is well underway. It will encourage economically-needy high school students to go to college and to think about continuing their studies in graduate and professional school. One way we have decided to do that is to call upon our faculty members who are themselves first-generation scholars. I sent out an e-mail message a few months ago to all of our faculty members and the response was truly overwhelming. We heard from nearly 450 faculty members, including physicians, engineers, nurses, mathematicians, humanists, lawyers, pharmacists, social scientists, veterinarians, and architects. They shared their stories about the impediments they had along the way to college and some ideas of how we might make college possible for students in similar circumstances

These faculty members are patent holders, presidents of international societies, and researchers whose work defines and drives the course of scholarship in their disciplines. Among them are 6 deans, 15 current or former department chairs, 15 winners of the Distinguished University Teaching Award, 27 Distinguished University Scholars or Distinguished

May 4, 2007 meeting, Board of Trustees

University Professors, and 2 Ohio Eminent Scholars. We brought them all together at a big meeting last month to talk about how to use the wonderful stories of struggle and success that they had shared with us. We asked them to serve our community as mentors for first-generation students and as resources to meet with donors as we think of raising dollars for scholarships. We hope that they will become an important part of the campaign that will cement our Economic Access Initiative. It is already bearing fruit, but I wanted to make sure that you knew that and you will be hearing more about it in the years to come.

In turning now to our discussion of graduate education, I'm reminded of a remark by one of our first-generation scholars, who said, "Success precedes work only in the dictionary." That's true of just about everything, including the reform of doctoral education. The plan that Pat Osmer will discuss with you is the result of many hours of work by many colleagues throughout the University.

You will probably remember that Pat's first charge was to implement the recommendations of two committees that had studied the state of graduate education at our University. One of the committees looked specifically at the structure and functions of the Graduate School and the other focused on the alignment of funding with quality in graduate education. The latter committee found that our traditional model for funding doctoral education, based on credit hours, has led to considerable variability in program and student quality. With that in mind, I charged a subcommittee of the University Senate Fiscal Committee to come up with new approaches for funding doctoral education. With the endorsement of the Fiscal Committee and the recommendation of the Council of Deans, I asked Dean Osmer to create an implementation plan for the University-wide funding model developed by the subcommittee. He has done so after discussions with the Council of Deans, the Council of Graduate Students, the Research and Graduate Council, department chairs, the graduate studies chairs, the Steering Committee, and Faculty Council.

I've asked him now to present the plan to the members of the Board and indicate how the model for investing resources will ensure that our doctoral programs are consistently excellent. Pat --

Dean Patrick S. Osmer: [PowerPoint Presentation]

Thank you very much, Barbara. I am very delighted to have this chance to address the Board and describe this implementation plan that she mentioned. I must say it has been an amazing learning curve and experience for me this year. As you are hearing this morning, you may know about the accelerating universe and it seems like my life has been accelerating, too.

This morning I would like to tell you about the essence of this program, which we have entitled, "Making Choices, Making Changes." How do we identify our top quality graduate programs? How are we going to reallocate resources?

I remind you that graduate study at Ohio State is a major enterprise. It not only involves some 10,000 graduate students and 3,000 professional students, but it also covers 92 doctoral programs and 115 masters' programs. A unique and special feature of Ohio State is that we span just about everything. We have the arts and sciences programs, the health sciences, and the professional disciplines. This offers us some competitive advantages particularly with interdisciplinary programs.

May 4, 2007 meeting, Board of Trustees

As Barbara mentioned, today we want to concentrate on the doctoral programs. If there is one word that I want to associate in your mind with what we are doing it is "quality." As I have been saying in regard to doctoral programs, quality trumps virtually everything. As Barbara has been saying, this has been studied at length by the University for several years and it was highlighted in the reaccreditation process. During this year, I participated on a Senate Fiscal subcommittee, chaired by Cheena Srinivasa, which made a major effort in coming up with a plan on how we would carry this out. I am going to mention the highlights and then go through the details of the plan.

First, the colleges are the main academic units. That is important to remember, because we have such a breadth of activities and I cannot pretend to know all of the details of all their programs. I don't have any faculty or divisions under me, they are in the colleges as are the other resources. This is a tripartite effort: 1) a partnership with Academic Affairs -- which has the overall responsibility for academic programs and resources in the University led by the Provost; 2) the Graduate School, which looks at the overall quality of standards, goals, directions, and allocates some central resources such as fellowships and tuition authorizations; and 3) the colleges, where the bulk of the effort lies. The three groups must work together if we are going to advance the quality of our graduate programs.

How are we going to do this? In the report of the Senate Fiscal Subcommittee a series of dialogues have already been underway in other context with the colleges, the Graduate School, and OAA to identify the strongest programs and best candidates for enhanced funding, along with the need for disinvestment of weaker programs.

How are we going to carry this out? There are three parts: 1) the principles of this process, which have to be widely known across campus; 2) quality indicators we use to select the strongest programs; and 3) the criteria for the programs selected on how best to go ahead. These are the three key parts of this process.

Principles may be obvious but are important to be recognized. It has to be a fair process. It has to recognize that among our 92 doctoral programs there are tremendous differences from the life sciences, the physical sciences, professional schools, arts, and humanities. They have many things in common, but many differences and we have to recognize that. It has to be a rigorous program so that we can get the results we need. It has to be effective in selecting our highest quality programs and it has to be defensible when we are all done.

How are we going to identify the strongest programs? As I have been saying, there is not a formulated approach. Nonetheless, there are quality indicators that definitely inform us of what are our strongest programs. Through this dialogue process, I plan to derive with each college and each program appropriate indicators for that area of study or discipline involving some national comparisons, too. For example, things that are going to be important for most programs are the GRE scores -- the national entrance level scores -- as a measure of the quality and ability of incoming students. The Freeman Committee Part Two found that the most important indicator was placement of graduates. This is perhaps the best indicator of the success of our programs, and recognizing that the placement criteria and value differ from program to program. Where our students go and what they do is an important measure of our success. We have to consider the overall quality of the doctoral programs and the centrality of our mission for those will be factors on deciding where we go. Other factors which will be used in a more specialized way are things like how long it is taking students to get to their candidacy, how long to complete their degree, or how many

May 4, 2007 meeting, Board of Trustees

students are being enrolled compared to how many are actually getting their Ph.D. There is no formulative approach, but if there are outlining values in this we want to look at those and they can be an indicator of the situation of a program. Throughout this process we want to be very aware of -- and it is an integral goal of our whole effort -- maintaining and strengthening diversity. As David Boley was saying this morning in the Academic and Student Affairs Committee, if you looked at the diversity of the people attending the luncheon at the Hayes Graduate Forum, you realized that is who we are and part of what we do. In the Graduate School we are very committed to that.

In my opinion just because a program is good does not mean we just throw money at it. It is very important for everyone to have thought through how we are going to succeed in this area. We are in a very competitive situation. There is nobody particularly wanting to get out of the way of the universities ranked higher than we are and making way for us. That is certainly my own experience. In the Department of Astronomy we thought very deeply about and concentrated on the criteria. So we need to look at the criteria in making these selections; for example, fields where there are newer emerging opportunities where we can excel.

When we have programs that are doing very well, how are they going to gain a distinctive edge relative to competing institutions? What can they do to be special? We have to be ahead of the curve. Again, we keep working to improve diversity. Departments have to think about and develop new approaches to attract high-quality students. We are now aiming for the top rank here in our University programs. It is a very competitive situation. You cannot just sit back and wait for students to apply to Ohio State because they heard it might be good. I can assure you the higher you go in the rankings the more competitive it gets. Departments have to think about how they are going to go out and be proactive in recruiting these high-quality students. Finally, for this to succeed the departments and colleges have to make an overall commitment. It has to be a fundamental part of their program. It is not just an afterthought or it will never, never get there. These are just some of the criteria that I wanted to bring to your attention as part of this process.

As I have said, I find this a very interesting management challenge and how we are going to do this across our 92 doctoral programs, because it spans such a wide range. I have come up with what I call an "adaptive feedback process," and there are a series of steps I am going to outline and then take you through a little more detail. It is initially based on a series of meetings between the Graduate School and each college, since the result ought to be at that college-level. Each college will need to identify its programs that it thinks are the strongest candidates for both enhancement and for disinvestment. Then having completed this series of reviews, the Graduate School will make a compilation of these results with its own advisory process to bring together, think about, and make initial recommendations to the Provost on what I think would be an appropriate balance of programs to support across the University. I envision then continuing dialogues among the Provost, the Graduate School dean, and the college deans -- who are the authorities responsible for the success, outcomes, and efforts in their units -- and then the final decision would be made by the Provost.

Since the Graduate School would compile what information it has centrally on the programs in each college, I would envision meeting with each dean initially to describe the proposed process we have in mind. We would then engage in a dialogue to learn about the special programs in the college that will inform us and eventually lead to agreement on how we would go through the assessment process for each college. In the case of the larger

colleges where there are many departments, I will be happy to meet with the department and graduate chairs in that college to discuss the process and address any questions that may arise. We have to have people involved at the department and program-level in doing this. They are the ones who know the fields best that are going to be carrying out the program that will, in fact, be coming up with the ideas for going ahead, so they must be involved. They have to understand as well as possible what process and approach we are using. Then I would expect each college, led by its dean, to carryout its own process to select its own best programs for enhancement and any weak ones for disinvestment. As an incentive, we recommended in the Senate Fiscal Subcommittee Report that if a college comes forward and identifies and proposes programs for disinvestment, then it would get to keep those resources freed up and use and redirect them towards its stronger programs. If on the other hand it doesn't, and in the eventual centralized outcome we make decisions on disinvestment, then those funds that are freed up would be used in a central pool. Finally, when that is all done, I expect to meet with each college dean and receive the recommendations from that college as part of the input for the next step.

As they say, this will be a very interesting, challenging, and fun process, because this makes us think about what are we going to do to achieve a great university at the university-level? That involves taking results across all of the programs and bringing them together, in what is going to be the best way for Ohio State and its mission. This is not going to be easy, but a very important and interesting challenge. I would expect to use an advisory process including not only our distinguished faculty, but external distinguished people. To bring this together we will make these preliminary findings, discuss it with the Provost, have another round of interactions as needed with the college deans to get these recommendations together, and finally, the Provost has the overall responsibility for the final decisions about these programs and will announce the results. That is the process.

During these consultations this last month, I have become aware that it is very important that we actually now do it for a variety of reasons. One is that we need the outcomes. Uncertainty gets produced by people worrying about what will happen, so I want to be as aggressive and as ambitious as we can. We are actually going to start pulling together a process over the summer. Coincidentally, it happens that many program reviews for individual departments, as well as all college dialogues that Academic Affairs has been carrying out, will be completed by the end of Autumn Quarter 2007. I think we need to have the goal of carrying out this individual process for the graduate and doctoral programs on that same time scale, so that we can get those results in by the end of December. That allows Winter Quarter as a time to bring them all together, to be compiled, to be discussed, and we ought to have the goal of announcing the outcome by the end of Winter Quarter 2008.

Let me just remind you again of the importance of this. Graduate programs literally define the University. The difference between a college and a university is that universities offer graduate programs and degrees. They are absolutely essential to Ohio State's role as a flagship university. I was delighted to hear Chancellor Fingerhut call attention to the importance of Ohio State as a flagship university in Ohio. My core belief is that Ohio State has a vital role in the state's economic, cultural, and future going forward. We must have a strong university which will involve strong research, graduate, and undergraduate programs. Graduate programs are what establish one's national and international reputation, building on the great progress we made in undergraduate programs. This is an important area to focus on.

May 4, 2007 meeting, Board of Trustees

Just to reiterate the obvious, graduate education is central to Ohio State and its mission. It produces the next generation of independent and original researchers and scholars. It is vitally involved in our undergraduate education through TA's and the interactions of the graduate and undergraduate students. It is a fundamental part of advancing our research programs at Ohio State. This process is vital to us going forward and achieving the next level of excellence that we all aspire. Thank you very much.

Provost Snyder:

We would be happy to take any questions you may have.

Mr. Borrer:

First of all I would like to congratulate Provost Snyder, the faculty, Professor Silverman, and President Holbrook on the recent faculty vote to reduce the number of hours to a more manageable level. This has been a two-and-a-half-year project and we would expect to have the overall faculty vote in favor of this coming up very soon. We are very excited about it. The Board should understand the amount of work and energy this took and the collaboration that it has taken among a number of groups to accomplish this has been truly outstanding.

The second part of this presentation today is another almost as ambitious project, if not more. I think it is critical and vital to our mission of our University. While we are having an administrative change with both President Holbrook and Provost Snyder moving on, I think it is incumbent upon us as a Board to help those coming in to replace them understand the need we have to make sure that we advance and that this continues to be a very high priority for the University. I do want to thank you for the job well-done and you will continue to have my personal support whenever you need it to help twist some arms. I hope everybody can realize the importance of this. Thank you.

Dr. Cloyd:

Dean Osmer, let me also lend my strong support for the tough work you have ahead with the faculty. As you think about the quality of the programs and how you will monitor quality of existing programs, do you have any thoughts on how you could use development funding that programs have been able to garner, either public or private, and even thinking of ways that you could normalize for different sizes and different tenures of program? It seems to me that one sign of a strong graduate program is its ability to get funding back, either through the research process or through graduates or other stakeholders who feel so strongly about the program that this brings funds back to the University.

Dean Osmer:

Those are very important measures. I didn't have time to mention the survey of the National Resources Council on Graduate Education that went on this fall. We have now collected an invaluable set of essential data on all these factors and those are important measures, too. I remind you that this is where you have to be careful and look at it on a discipline by discipline basis. For example, English is different from high energy physics. What is appropriate? I want to be sure we look at it discipline by discipline. We have indicators that matter compared to the outstanding institutions across the country in that area. Yes, we will certainly be looking at all of that and taking that into account.

May 4, 2007 meeting, Board of Trustees

Also having enhanced financial support is going to be crucial. For example, we are not competitive on our fellowship stipends and we are going to have to make strategic investments in some of these programs. As part of this going forward, I envision a pilot program this next year to allow colleges to propose areas they think will give them a competitive edge -- be it in extra research support for their students or travel support or what it may be for their area. We have to figure out where we can make the best use of our resources and direct it that way so we can get that quality edge going.

Amb. Ong:

I think you understand that you have great support. Provost Snyder has had great support for this project from this Board from the beginning. I personally think it is of critical importance to the future of the University. I would just suggest -- while this cannot be completely an objective exercise there are subjective elements to it. You do have a good set of metrics or measurements -- and you need to be ruthlessly firm in applying those metrics and not allow yourself to be talked out of eliminating a program when the metrics look very bad -- but there are a lot of subjective arguments in the other direction. All of the work that has been done up to this point -- Barbara your timing is exquisite -- is nothing to what is going to happen between now and Winter Quarter 2008, because this is where the tough get going, so to speak. I would just urge you to straighten your spine.

Dean Osmer:

Thank you very much. I am very glad to hear the commitment of the Board, because it is going to be essential. It goes back to a word I deliberately chose in the beginning about this process -- it is going to have to be "defensible." I am not under any illusions that people are going to go down without a fight. I have had considerable experience in very competitive selection processes before coming here. It is my belief that by setting up the process this way we will build on success. I observed this from being involved in and actually leading the selection for the Hubble Space Telescope science proposals, which is a valuable oversubscribed resource. By building on that and involving what I call the major stakeholders -- the deans, the Provost, and me -- when we get to those decisions, it will be a good basis for it and we will appreciate you backing those up.

Mr. Wexner:

I am personally of the school that the few produce the many, and quality does matter and quantity doesn't. One thing I think might be helpful for us is if we understood in benchmark or comparable institutions like ours how many doctoral programs can be supported in the best practice institutions and which programs they are moving to or moving away from -- the adds and the minuses. I have no idea of relativity in the masters' programs, but we do know that we don't have endless resources, so how do we squeeze that down. I have to have some benchmark to understand what is possible and what is successful. Also, it would seem to me that when you begin looking at the quality of doctoral programs and masters' programs, then you could have a quality program that presumably produces one doctoral candidate a year, so you get into a paradox of quality and quantity. Would I understand that right? I would also think that the alignment of the doctoral programs with the masters' programs and the undergraduate programs is a part of an alignment. I am just guessing. This is a backward question -- you are really evaluating the colleges, the deans, and the lead professors all the way through the curriculum.

May 4, 2007 meeting, Board of Trustees

Dean Osmer:

You made the point that I failed to. Another critical reason the colleges are the main units -- because I first thought we will just have a competition for the doctoral programs and I was quickly disabused of that for many reasons -- is that doctoral programs cannot be considered independent of all the other activities in departments and colleges. They affect research programs, undergraduate programs, and teaching -- it is all interlinked. The way we are set up in our current budget and business models is that the deans and the department chairs are the ones responsible for those. In my opinion, they have to look at their proposals for doctoral programs in the context of all their other programs and get those balances and trade-offs made correctly. I agree with you there. That is why they have to be involved in this and they have to make their eventual recommendations based on that.

Mr. Wexner:

What I am understanding or misunderstanding is that as you begin to evaluate these programs -- by colleges at the doctoral-level, master-level, and undergraduate-level, and you are looking at deans and professors that head centers or major departments -- what comes out of this is a reengineering of the University in a very profound way.

Dean Osmer:

It is a very exciting challenge. You are right and that gets into exactly what is the mission of Ohio State overall. From my arts and sciences background I can figure out much of what we might want at the doctoral-level, but this is a leading comprehensive public research university. As I said, it spans all of these fields, which are a unique asset and challenge for Ohio State. We are going to have to make some choices based on other parts of the mission and how to make that emphasis. For example, consider the masters' programs in the professional schools that play very important roles in this state and in a variety of other things. In some cases, there are doctoral programs very tied into them and in some cases there aren't. Overall, when it comes to the Provost and the Board, I believe, we are going to have to be thinking about that and that is what I call the fun part of it. What kind of university are we going to want coming out of all this? At the same time, we are not starting from scratch. We have to start from where we are, what our strengths are, and we have to be responsive in identifying where best to go in the future based on what we are and what we can do. This is a very interesting strategic planning exercise, but we can't know in the end what is going to be best until we have gone through the process, get the recommendations from the colleges, and put it all together, because there are so many dynamic things going on in different disciplines. We have to wait until we get this more together and then we will be in a better position to judge how to make that balance.

Mr. Wexner:

Joe Alutto would probably think this way because of his background, but if I looked at large scale teaching and research institutions and I found they were supporting 60 doctoral programs and we were supporting 92, I would go, "hmmmm, I wonder why?" In the ranking side -- and supporting what Amb. Ong said -- I think it is a very useful practice to either force rank in thirds or quartiles the work as you go, because if you don't have that force then you don't really have the argument. That is a very tough discipline because no one wants to be in the bottom third. The "C" students would really like to be "B-" students. I think when it comes down to the end, it is

May 4, 2007 meeting, Board of Trustees

going to be one of those major decisions that the Board will support or disagree with academically.

Dean Osmer:

Yes.

Mr. Schottenstein:

This is a great discussion, but this may be a slightly more specific question. In terms of measuring quality -- which is very difficult and there are a lot of different metrics you are going to be looking at -- you touched on a number of them in your presentation. To what extent do you take into account national reputation? In other words, not that we fall on the sword when it comes to our rankings, but often in these meetings and in other situations we look at how we are ranked by this organization or that. I don't even know whether national rankings exist for some of these programs. In the absence of that, to what extent are we able to monitor and quantify what the reputation is of a particular doctoral program and how does that factor into measuring quality as one of the criteria?

Dean Osmer:

That is a very important criterion. It is something that has been missing or a bit deficient for graduate programs. The National Research Council has probably carried out the broadest and the most highly regarded study. It has been over a decade since the last study was done, but last fall all of the data was collected for the next one. The goal and interest of graduate deans at CIC institutions, as well as AAU institutions, is that the national research universities -- even in advance of those results coming out -- share data that has been collected so we can make inter-comparisons. That is coming together and would be an important part of this process, and we will definitely make use of it. I really hope to get out of it the quantitative data by our peer and benchmark institutions by field, so that we can make the appropriately detailed comparison. In the end, reputational rankings are important, but we often say perception lags reality as you make developments. It is a part, but it should not be the dominate part or only part. What will be very valuable to me is if we can get the other data from our sister institutions, then we can compare discipline by discipline. I think that is a crucial factor. Coming back to your question, we will also be able to assess numbers and general directions.

Mr. Brass:

I also applaud the effort, this is a Herculean process. I have an old statement that says just because it is complex doesn't mean that you shouldn't do it. There is nothing more complex than what you are undertaking. The more complex, the more the criteria need to be understood prospectively. I would encourage you to make sure that those who are going to be participating -- both giving and evaluating information -- understand the criteria before the evaluation begins and the more specific you can be the easier the job will be for us to support. I would encourage us to spend some time understanding the criteria of evaluations and what order you are going to weight that, so we don't have it moving on us -- going back to Amb. Ong's comments -- as we go through the process. I do support the process and we are remaking the mission of the University through this process. There is no doubt about it.

May 4, 2007 meeting, Board of Trustees

Dean Osmer:

As you have noticed, I have now been sharing the criteria with the colleges. I appreciate the wisdom of Barbara in making sure I have talked as broadly as I can to the constituent groups on campus. I think you have a copy of the document I circulated. As I said, that is why once I meet with the deans regarding their college-level programs and we have agreed on those criterion, I want the people in that college to know what they are. I agree and we will do it as well as we can.

Mr. Brass:

I would encourage you to make sure that the weight factors are well understood and just because you have three criterions doesn't mean they get weighted equally. Everyone needs to know how you are going to weigh them.

Provost Snyder:

Let me add one thing that has actually been a surprising part of this process that I think responds to your concern about this being transparent and people really understanding. We have been talking about this for more than two years on campus. In fact, we talk about it so frequently that when it finally came down to enveloping the document that would be the basis for the process going forward, we got an amazingly small amount of push back. I said to Pat, "I suppose it could be that they are so sick of hearing this that they are telling us if we don't say anything, will you shut up about doctoral education?" I think it is because we have done a good job of laying the groundwork and making sure that people do understand. That does not mean, and I have been honest with him, that it will be easy. No one thinks they are in the bottom third and nobody thinks that their program should get cut. However, it does mean that we have gotten very good agreement about our need to do this. We cannot continue doing what we have been doing and distributing funds the way we have been doing it. What you get is what we have, which is a large number of doctoral programs of widely varying quality. If we want to have excellence across-the-board in our doctoral programs, we have to change the way we are doing business. People do get that. Even though it will still be hard and it will still require the Board's support, we have done a good job of laying that groundwork and talking about this to many groups over a long period of time. They do fundamentally understand our need to go forward with this and that will make it at least a little bit easier. You are right about my timing, but Pat and Joe have the hard job.

Mr. Alvarez-Breckenridge:

Dean Osmer, I had a question regarding the examination of the different graduate programs and one of the metrics being graduate placement. With Ohio State being the flagship institution in the state is there any consideration given to graduate placement in positions in the state of Ohio?

Dean Osmer:

It is really discipline by discipline. I would say that it does matter that we measure the placement against what are the norms in that area and in general at the doctoral-level it is national and international. To me it is what would be the appropriate quality indicator in that area.

May 4, 2007 meeting, Board of Trustees

Judge Duncan:

Any other questions or discussion? Thank you so very much for such an interesting and provocative presentation. Good luck.

(See Appendix LV for background material, page 1179.)

--0--

COMMITTEE REPORTS

Judge Duncan:

I would like to call for committee reports. First, I would like to report to you that the Affiliated Entities Committee met yesterday afternoon. There were no action items. Probably the most significant part of the meeting was a status graph regarding our entities, which I will mail to you along with some other information about the meeting. I will do that in the short term.

Next, I will call on Mr. McFerson for the Medical Center Affairs Committee report.

Mr. McFerson:

Thank you, Mr. Chairman. You have at your places a brochure entitled, "Point of Pride" about the Medical Center and is used by Fred, Pete, and Chip to conduct town meetings. These town meetings are underway, again, at the Medical Center for the third year. Thousands will attend and get a chance to talk about the issues of key importance going on in the Medical Center. The highlight is the opportunity for attendees to have a Q&A with the leadership. Great feedback is always received and this is a good way to keep open communication.

Yesterday, we heard from Dr. Sanfilippo that 3,800 jobs have been created in the Medical Center over the past six years. That is a huge increase and sometimes inside large organizations -- and we have seen this happen in the private sector -- the jobs that get created go unnoticed, but that is a lot of new employment at the University.

Dr. Souba gave a report on various recruitments that are underway. Mr. Geier reported on three consent agenda items, which you will be asked to vote on: 1) the reappointments to the OSU Harding Hospital Board and a bylaw waiver -- because those two appointees are beyond the term that the bylaws require, but they are solid members and we have asked them to stay on for another term; 2) the approval of non-academic center status for the Women's Health Center and the Heart Center; and 3) entering into the design and construction contracts for a couple of projects.

Mr. Shkurti reported on the progress of the Master Space Plan Consultants project. A preliminary report should be received in 7-10 days, with a final report due probably after our June Board meeting. I am not sure it is going to make it before the June Board meeting, but it should be shortly after that. That process is on target and underway, and Bill is doing a fine job in shepherding that.

John Stone, CFO for the Medical Center, reported on the nine-month financials and I'm pleased to report we are having a very good year. The budget is a little better in all categories. The operating cash was a little behind budget through nine months, but it is a timing difference more than

May 4, 2007 meeting, Board of Trustees

anything else. He is very confident by year-end we will certainly meet budget.

We also had a conversation on the Standard & Poor's bond rating for the Medical Center. I think you have all heard about that, since it has been written up as well. We received an AA- for the University overall, which is a very good rating. I just have to read one paragraph to you out of the report from the S&P, which is an external validation of the Medical Center. "The AA- rating on the OSU health system reflects its position as an important component of OSU with strong operating performance and cash flow, solid business position as an academic medical center, and a highly competitive Columbus, Ohio market, and a solid management team. Off-setting factors for the credit include a weak balance sheet at OSU Health, although this is mitigated by the large OSU balance sheet on a balanced comprehensive master facility plan that calls for almost \$800 million in capital to be expended over the next 4-5 years." That was one of the issues that we all wanted to get an answer to and that has now been received and, I think, it is a good answer.

We heard a report from Dr. Schuller and Keith Todd, who heads the development operations at the Medical Center, on the "Power to Change Lives Campaign," which is a \$500 million campaign. From July 2001 to March 2007, \$321 million has been raised in various categories. We have \$179 million remaining to be raised until the end of the campaign in December 2010. More importantly, that is 40% of the time and only 36% of the goal. I think that report was well received.

I asked Judge Duncan if I could give a report on the Self-Insurance programs at the University. We don't talk about this very often, but we meet three or four times a year and we held a meeting earlier this week. As you recall, the OSUP -- where we brought together all of the physician plans -- required a new approach to insurance instead of the 15 -- 16 separate stand alone insurance plans that were operating under the physician plans. Some of those plans were on a claim-made basis, which means they are only buying coverage from year-to-year. That is cheaper coverage, but that doesn't cover the longtime tail of liabilities. We had a lot of different programs out there, but when we organized all of the physician plans into one cohesive organization, OSUP, it meant that we had to take a whole new look at the way the University provides insurance. Also, there was a very tight insurance market going on and the availability of insurance was not there. The Self-Insurance Program was restructured and a separate committee -- with a majority of outside citizen members -- was put in place and the fund was walled off, we now call it Fund I. That was for the Hospitals only; as I said the doctors have their own coverage. Fund I is in a run-off mode. The assets today are \$14.5 million and their reserve is at \$7.7 million, with a surplus of \$6.8 million, and we think that is very conservatively stated.

Fund II was the new plan put into place after the organization of OSUP, so that would be from July 1, 2003 going forward. This is a full-insurance basis occurrence coverage and it covers both the doctors and the Hospitals. From that short period of time, July 2003 to today, we have assets of \$70 million and reserves of \$57.5 million, with surplus of \$12.5 million in Fund II.

Then we have an excess coverage company -- Oval -- which we need to think of as a little insurance operation. The assets now total about \$100 million, the reserves total about \$80 million, and we have a surplus of \$20 million in Oval. We purchase coverage in the open market place, as well as self-insure.

May 4, 2007 meeting, Board of Trustees

We had an independent actual report at our meeting this week from Milliman and it was a very strong actuary report. As you know, actuaries are very conservative by nature and there is no exception to that approach for Milliman. This little operation has managed very conservatively. Our experience has been outstanding and significantly better than expected, so despite the fact that exposures and inflation is up, the premiums for this coming year will be down 15.6%. That is a \$1.9 million savings spread across the OSUP plan. I think the doctors will be happy with that and because of the great experience with that, we are very comfortable that that can be supported on an ongoing basis.

Mr. Chairman, to summarize, we have \$100 million in assets, \$80 million in reserves, and a \$20 million surplus, and this little operation is running smoothly.

Judge Duncan:

Thank you very much. Any questions or discussion? Let me call on Mr. Schottenstein for the Audit Committee report.

Mr. Schottenstein:

Thank you, Mr. Chairman. The Audit Committee met yesterday at 3:30 pm. The primary topic of discussion involved cybersecurity and the recent data breach that occurred within the last month. We had a very extensive discussion on this concerning the fact that rigorous and appropriate steps were taken by the University to protect the 14,000 or so individuals – many of whom were faculty or former faculty members and a number of students. The Committee was quite impressed with the efforts taken to protect these people from being further damaged. At this point, there is no indication that anyone has been. That is the good news, but this is a work-in-progress.

A considerable amount of the discussion also related to the Audit Committee's desire, together with the University's desire, to fully understand how it happened and what can be done to prevent it from happening again, a very comprehensive assessment of best practices, and a comprehensive assessment and understanding of how we managed the crisis after we found out about it. Much of that is underway. The outside firm of Cybertrust was engaged by the University and has been on the job for a number of weeks now, which is a good thing and has been very helpful to us. Between now and, hopefully, the next Audit Committee meeting, it is the desire of the Committee to receive a summary answering some of the questions that I just mentioned in a clear understandable form. This is a complex matter. The Committee was very firm, as are all of those associated with this within the University, to treat this matter in the most diligent and rigorous way in which we can.

In addition to that there were no action items, but we had a brief discussion on the operational audit commenced by PricewaterhouseCoopers, which Mr. Shkurti will be discussing momentarily. We also had a brief update from Mr. Shkurti on an audit that is underway assessing and addressing the manner in which we count gifts from a development standpoint.

Beyond that there were no other items. If there are any questions, I would be happy to try to answer them.

Judge Duncan:

Any questions or discussion? Let me call on Doug Borrer for the Academic and Student Affairs Committee report.

May 4, 2007 meeting, Board of Trustees

Mr. Borrer:

Thank you, Chairman Duncan. We started today with an update on campus security from Vice President Hollingsworth and Vern Baisden. First we had a discussion about the emergency response and mobilization that is currently planned and in place at Ohio State. Next we discussed the prevention and involvement of the various groups to alert ourselves of potential problems and people that might act out. It is very clear that we have a very comprehensive plan. They gave us very detailed information about both of the different areas that they are dealing with and have used, and will continue to use recent events like the one at Virginia Tech or the Amish situation in Pennsylvania to further modify and always improve their response to activities. A couple of things of note that happened in the recent tragedy was the number of students using cell phones, which lead up to the cell phone and email systems crashing. Many of the people involved directly in the situation made phone calls not to the police, but to friends, family, and media. The police were actually lacking in understanding what was going on. I think an educational effort will be made to make sure there are things that everybody can learn going forward. We also expect them to come back to our Committee at a later point to review with us more advanced plans for campus security.

Next we heard from Dean Osmer about the Hayes Graduate Research Forum. It is in its 21st year and proving to be very successful. All of the research projects are real world and relevant. This year the Forum represented 45 programs in 10 academic areas and we had 262 applicants to be judged, up from five years ago when we had 75 applicants. We had 114 abstracts that were actually picked to be presented and 97 presenters. Today, we heard from two winners of the award that were quite fascinating from differing backgrounds: 1) a young Ph.D. candidate who talked about black matter, which was very interesting; and 2) a young lady who is a Ph.D. candidate in art history. Clearly when you listen to our students as we always do, their love and compassion for Ohio State and their dedication to their own studies is always amazing.

Then we heard from the Council of Graduate Students about life in the Graduate School. We heard from two Ph.D. candidates who have very different backgrounds. They presented a very fascinating example of how graduate students live in the Ohio State environment, how they blend their lives of having jobs and families, how they pursue their studies, and how they reach out and participate in extra curricular activities while they are doing all of those things. It is amazing to be exposed to this group.

Finally, we approved the following resolutions to be forwarded for the consent agenda: 1) the establishment of the Center for the Study of Religion; 2) the approval of non-academic center status for the Heart Center and the Center for Women's Health; 3) the renaming of the undergraduate and graduate degree programs in the Department of Human and Community Resource Development; 4) the naming of landmarks and a building on the Marion campus; 5) the naming of internal spaces; and 6) routine personnel actions. That concludes my report.

Judge Duncan:

Are there any questions or discussion? I will now call on Speaker Davidson for the Fiscal Affairs Committee report.

May 4, 2007 meeting, Board of Trustees

Mrs. Davidson:

Thank you, Mr. Chairman. The Fiscal Affairs Committee meeting had three reports and two items to send to you for the consent agenda. The first report was our traditional Third Quarter Financial Report, which we try to catch up to where we stand as it relates to our budget. It was mostly good news on that report. Enrollments are up and, obviously, that is generating some additional revenue. When you combine all programs for spring quarter our total enrollment is up 1.9%, generating \$10 million more than we expected in our estimated budget numbers. Before we get too excited about how we use that extra money, Senior Vice President Shkurti pointed out that there are additional costs -- additional students on campus and additional costs for teaching those students -- but it may give us a little bit of a cushion as we move into Fiscal Year 2008. As Chairman McFerson has already mentioned the financial report of the Medical Center is very good and that has a lot of impact upon our bottom line.

The second report we received was a continuation of our discussion on tuition. You will remember that at our last meeting, we had a report of what the Governor recommended in the budget. We are now in the second stage of the budget, because the House approved the budget earlier this week with a unanimous vote -- this doesn't happen very often in Ohio politics. We are very fortunate, because much of the focus of this budget has been towards higher education. This began with the Governor's recommendations on the Compact -- and the Chancellor shared this with us last month -- which has now been sent to the House for consideration. The House changed some of the elements of the Compact and are recommending that we be permitted to approve a 3% tuition increase in Fiscal Year 2008 and freeze tuition in Fiscal Year 2009. In exchange, we would receive a 2% increase in state aid in 2008 and a 10% increase in 2009. In the House version it should make us about the same as we were in the introduced version for Fiscal Year 2008, but in Fiscal Year 2009 it would make a major difference in the state-level of funding for the University -- more than doubling that. Consequently, we are looking at permitting our enrollment offices to put on our website a tentative recommendation on tuition, which would be based upon whether or not we continue to have this same level of funding that would be included in the House version of the budget. The Senate is expected to vote on their version of the budget sometime in mid-June, so we are going to be working on this tentative number for a period of time. Our enrollment office needs to be able to give the students that are thinking about enrolling an idea of what tuition would be. If we hold in the situation we are in right now with the House version of the budget -- if it stays there or is increased -- we would have the lowest tuition increase at Ohio State -- at the 3% level -- that we have had in 20 years. If it stays where it is for the two years of the budget, we would have the lowest increase we have had in a combination of two years since the mid-1960s. I think that is good news for us in higher education.

I would point out a number of things: the tuition freeze does not include our out-of-state students; it does not include our graduate and professional students; and it does not include a freeze in our other fees that are related to the courses or other fees for housing and parking. As far as our regional campuses are concerned, there is not a recommendation there because they are taking this back to their advisory boards so there will be a recommendation in June as it relates to that. We are not asking for any action from the Board at this particular meeting. We will wait to see -- and keep our fingers crossed -- if the good news continues for higher education. I think it is a real understanding of what we have been promoting at Ohio State, which is really the role that we play in the economic well-being and future of the state of Ohio.

May 4, 2007 meeting, Board of Trustees

Our third report was the Talent Report – which used to be called, “Compensation Benchmarks Report” -- to let us know where we stand with our numbers for employees and compensation. You should have a copy of this report in your Board books, and I would encourage you to take a look at it and keep it as a reference as we go through this discussion. Our overall employee increase was 18% for the 10 years ending in 2005. Most of that was coming from employees who were not on our general funds budgets, but other budgets such as research. The faculty numbers have stayed just about the same.

We have improved competitively in our compensation packages over the last few years, except the last two years we have not. We are going downhill a little bit. As far as faculty salaries are concerned, we are about 1.8% below our benchmark institutions. Competition continues to heat up for good faculty and this causes us some concern in trying to remain competitive. The overall average is a 4.1% increase in compensation in the fiscal year we are currently in and we are struggling to be able to keep that up and keep competitive. In our other colleges, there has been some significant faculty turnover particularly at the assistant professor level. As you know, we are doing much better with our graduate associates. We addressed that last year with extended health care benefits, which we did not do before and are ranked 4th among 13 universities. On our other compensation, we are ranked 7th among 10 of our benchmark institutions. It is something that we need to continue to be very cautious and careful about.

The two items on the consent agenda today are: 1) authorization of design and construction contracts and one increase in a contract that is very important, because it deals with a Put-in-Bay situation where we have to do some extension of water sewer lines; and 2) the Development Report, given by Jim Schroeder, for the month shows an increase in gifts of 7% with some downturn in our pledges, but ending with a 1% plus. So we are doing very well in our development area. Thank you, Mr. Chairman.

Judge Duncan:

Are there any questions or discussion? Thank you.

--0--

CONSENT AGENDA

President Karen A. Holbrook:

We currently have ten resolutions on the Consent Agenda today and we are seeking your approval for:

REAPPOINTMENTS TO THE OSU HARDING HOSPITAL BOARD AND BYLAW WAIVER

Resolution No. 2007-133

Synopsis: Authorization to waive *University Hospitals Board Bylaw* 3335-104-01 and approval of reappointments to the OSU Harding Hospital Board are proposed.

WHEREAS the Board of Trustees on December 6, 2001, approved the establishment of the OSU Harding Hospital Board; and

WHEREAS all members of a specialized board shall be appointed by The Ohio State University Board of Trustees in consultation with the Vice President for

May 4, 2007 meeting, Board of Trustees

Health Services, the Senior Vice President for Health Sciences, and the President of the University:

NOW THEREFORE

BE IT RESOLVED, That *University Hospitals Board Bylaw* 3335-104-01 be waived to allow the reappointment of Anne K. Jeffrey and Peter Frenzer, as citizen members of the OSU Harding Hospital Board, for a fourth term, effective June 1, 2007 through May 31, 2010.

ESTABLISHMENT OF THE CENTER FOR THE STUDY OF RELIGION

Resolution No. 2007-134

Synopsis: Proposal to establish the Center for the Study of Religion is proposed.

WHEREAS the establishment of the Center for the Study of Religion will encourage and support scholarly research in religion by faculty members and graduate students across the University, and particularly within the College of Humanities; and

WHEREAS the emphasis will be on the dynamic aspects of religious systems and the importance of studying them within carefully nuanced understandings of the larger social and cultural contexts in which they exist; and the major research foci, unified by methodology and approach, would make this center distinctive among centers within the country; and

WHEREAS the Center has the strong support of the Dean of the College of Humanities and the proposal adheres to the *Guidelines for the Establishment and Review of Academic Centers*, was reviewed and endorsed by the Council on Academic Affairs, and approved by the University Senate at its April 12, 2007 meeting:

NOW THEREFORE

BE IT RESOLVED, That the proposal to establish the Center for the Study of Religion be hereby approved, effective immediately.

APPROVAL OF NON-ACADEMIC "CENTER" STATUS

Resolution No. 2007-135

Synopsis: Approval of non-academic "center" status is proposed.

WHEREAS faculty rule 3335-3-36 (A) specifies that: Use of 'center' or 'institute' in the names of proposed units of the university shall be limited to academic centers, unless approved by the Council on Academic Affairs; and

WHEREAS a request has been received from the College of Medicine for the use of this term for the "Heart Center" and for the "Center for Women's Health" to facilitate the organizational integration of established clinical and related programs; and

WHEREAS subsequent use of the term "academic" center will require that a formal proposal for academic center status will need to be submitted to the Council on Academic Affairs for full review; and

May 4, 2007 meeting, Board of Trustees

WHEREAS the Council on Academic Affairs reviewed this formal request on April 18, 2007 and had no objections:

NOW THEREFORE

BE IT RESOLVED, That the use of the term 'center' for the "Heart Center" and for the "Center for Women's Health" be approved, effective immediately.

**RENAMING THE UNDERGRADUATE AND GRADUATE DEGREE
PROGRAMS IN THE DEPARTMENT OF HUMAN
AND COMMUNITY RESOURCE DEVELOPMENT**

Resolution No. 2007-136

Synopsis: Renaming the Undergraduate and Graduate Degree Programs in the Department of Human and Community Resource Development is proposed.

WHEREAS as part of its Six Year Action Plan, faculty in the Department of Human and Community Resource Development decided to merge the agricultural education and extension education programs within the Department; and

WHEREAS merging the two programs will create a common core of required courses at each degree level, and improve the visibility of extension education, an important component of the current agricultural education program; and

WHEREAS the proposal has the support of the College of Food, Agricultural, and Environmental Sciences, and the concurrence from the College of Education and Human Ecology; and the graduate program name change was reviewed and approved by the Council on Research and Graduate Studies, the Council on Academic Affairs, and by the University Senate at its April 12, 2007 meeting;

NOW THEREFORE

BE IT RESOLVED, That the proposal to rename the undergraduate bachelor of science degree program from Agricultural Education to Agricultural and Extension Education, be approved effective immediately, and its graduate degree programs (M.Ed., M.S., and Ph.D.) from Human and Community Resource Development to Agricultural and Extension Education be approved and that the programs be effective upon the approval of the Board of Regents.

NAMING OF LANDMARKS AND BUILDING ON THE MARION CAMPUS

Resolution No. 2007-137

Synopsis: The naming of two landmarks and a building at The Ohio State University – Marion Campus is proposed.

WHEREAS The Ohio State University will celebrate 50 years of offering classes in Marion, Ohio, on May 19, 2007; and

WHEREAS as former employees of The Ohio State University at Marion, Eugene Maynard, Theodore B. Myers, and Larry Yoder demonstrated their commitment to the University's goals and mission, and through their generous gifts of their time and talent to Ohio State at Marion, they positively touched the lives of so many students, faculty, staff and the community; and

May 4, 2007 meeting, Board of Trustees

WHEREAS as part of the 50th Anniversary celebration it seems fitting to honor their long-standing contributions by naming the new Student Services building, located at 1465 Mt. Vernon Avenue, on the Marion Campus, as "Eugene Maynard Hall" in honor of the first Dean and Director of the campus; naming the forest preserve the "Theodore B. Myers Oak Savanna" in honor of the campus' first Associate Director and Professor of Zoology; and naming the Marion Campus Prairie the "Larry Yoder Marion Campus Prairie" in honor of his vision and efforts in creating a quiet reserve for campus beauty and personal reflection:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of bylaw 3335-1-08 of the Administrative Code, The Ohio State University Board of Trustees hereby approve the namings outlined above, effective immediately.

NAMING OF INTERNAL SPACES

Resolution No. 2007-138

Synopsis: The naming of the following internal spaces within University facilities is proposed.

WHEREAS gifts and gift commitments have been received by donors to support the construction, equipping or furnishing of the classrooms, offices, laboratories and other noted spaces; and

WHEREAS upon the recommendation of the President and the President's Cabinet, it has been proposed that the donors to these internal spaces be recognized for their generosity:

Project: The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute

- Anita and Michael Goldberg/Rite Rug Company Mammography Waiting Area

Project: Scott Laboratory

- Dr. Michael and Anna Chen Family Conference Room (Room E100, 1st Floor)
- Robert O. Webster Machine Shop (Room W299, 2nd Floor)
- Rex and Helen Ritchie Fluid Power Laboratory (Room W268, 2nd Floor)
- Hoover Elevated Walkway (3rd Floor)
- Gleason Research Laboratories (Rooms W061, W066, W068, W070, W097, Basement and Rooms W179 and W180, 1st Floor)

Project: Recreation & Physical Activity Center

- The Tim and Jayn Corral Cardio Canyon (Room B31, Level 1)

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the above naming of internal spaces shall be approved effective immediately.

PERSONNEL ACTIONS

Resolution No. 2007-139

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the April 6, 2007 meeting of the Board, including the following Appointments, Reappointment of Principal Administrative Officials, Leave of Absence Without Salary, Professional Improvement Leaves, Tenure -- Relinquished, and Emeritus Titles, be approved.

Appointments

Name: JOSEPH A. ALUTTO
Title: Interim Executive Vice President and Provost
Office: Academic Affairs
Effective: July 1, 2007
Present Position: Dean, Fisher College of Business, and Professor (The John W. Berry, Sr. Chair in Business)

Name: STEPHEN L. MANGUM
Title: Acting Dean
College: Fisher College of Business
Term: July 1, 2007, through June 30, 2008
Present Position: Senior Associate Dean for Academic Programs, Fisher College of Business, and Professor, Department of Management and Human Resources

Reappointment of Principal Administrative Officials

KAREN A. BELL, Dean, College of the Arts, effective July 1, 2007 through June 30, 2012, pursuant to bylaw 3335-1-03 (S) of the Administrative Code.

JOAN M. HERBERS, Dean, College of Biological Sciences, effective July 1, 2007 through June 30, 2012, pursuant to bylaw 3335-1-03 (S) of the Administrative Code.

Leave of Absence Without Salary – Continuation

ALAMIN MAZRUI, Professor, Department of African American and African Studies, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008, to accept a Visiting Professorship in the Department of Africana Studies, Rutgers University, New Jersey.

Professional Improvement Leaves

MAUREEN AHERN, Professor, Department of Spanish and Portuguese, effective Winter Quarter and Spring Quarter 2008.

PAUL R. BERGER, Professor, Department of Electrical and Computer Engineering, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

ALBERT T. CONLISK, JR., Professor, Department of Mechanical Engineering, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

STEPHEN R. COSSLETT, Professor, Department of Economics, effective Winter Quarter and Spring Quarter 2008.

FRANK T. COULSON, Professor, Department of Greek and Latin, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

May 4, 2007 meeting, Board of Trustees

DAVID A. CRESSY, Professor, Department of History, effective Winter Quarter and Spring Quarter 2008.

ROBERT C. DAVIS, Professor, Department of History, effective Winter Quarter 2008.

LUCIA F. DUNN, Professor, Department of Economics, effective Winter Quarter and Spring Quarter 2008.

ALEXANDER DYNIN, Professor, Department of Mathematics, effective Autumn Quarter 2007 and Winter Quarter 2008.

DANIEL M. FARRELL, Professor, Department of Philosophy, effective Autumn Quarter 2007 and Winter Quarter 2008.

CARTER V. FINDLEY, Professor, Department of History, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

EDWARD B. FOLEY, Professor (The Robert M. Duncan/Jones Day Designated Professorship in Law), Moritz College of Law, effective Autumn Semester 2007.

DONALD R. HAURIN, Professor, Department of Economics, effective Autumn Quarter 2007 and Winter Quarter 2008.

NEIL G. JACOBS, Professor, Department of Germanic Languages and Literatures, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

GARY P. KENNEDY, Professor, Department of Mathematics (Mansfield Campus), effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

JOHN N. KING, Professor, Department of English, effective Autumn Quarter 2007 and Winter Quarter 2008.

ROBERT KRAUT, Professor, Department of Philosophy, effective Autumn Quarter 2007 and Winter Quarter 2008.

DEBRA A. MODDELMOG, Professor, Department of English, effective Autumn Quarter 2007 and Winter Quarter 2008.

HAYRANI A. OZ, Professor, Department of Aerospace Engineering, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

JAMES P. PHELAN, Professor, Department of English, effective Autumn Quarter 2007 and Spring Quarter 2008.

PATRICK ROBLIN, Professor, Department of Electrical and Computer Engineering, effective Autumn Quarter 2007 and Spring Quarter 2008.

RAJIV SHIVPURI, Professor, Department of Industrial, Welding and Systems Engineering, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

ALLAN J. SILVERMAN, Professor, Department of Philosophy, effective Winter Quarter and Spring Quarter 2008.

DALE K. VAN KLEY, Professor, Department of History, effective Autumn Quarter 2007 and Winter Quarter 2008.

May 4, 2007 meeting, Board of Trustees

KATHRYN A. CORL, Associate Professor, Department of Germanic Languages and Literatures, effective Autumn Quarter 2007 and Winter Quarter 2008.

JAMES W. DAVIS, Associate Professor, Department of Computer Science and Engineering, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

KIRK A. DENTON, Associate Professor, Department of East Asian Languages and Literatures, effective Autumn Quarter 2007 and Winter Quarter 2008.

JOANNE E. DEGROAT, Associate Professor, Department of Electrical and Computer Engineering, effective Autumn Quarter 2007 and Winter Quarter 2008.

HESHAM M. EL GAMAL, Associate Professor, Department of Electrical and Computer Engineering, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

JARED B. GARDNER, Associate Professor, Department of English, effective Winter Quarter and Spring Quarter 2008.

DOROTA A. GREJNER-BRZEZINSKA, Associate Professor, Department of Civil and Environmental Engineering and Geodetic Science, effective Winter Quarter and Spring Quarter 2008.

STEVEN F. HUEFNER, Associate Professor, Moritz College of Law, effective Autumn Semester 2007.

SHAHRUKH A. IRANI, Associate Professor, Department of Industrial, Welding and Systems Engineering, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

DONALD R. LARSON, Associate Professor, Department of Spanish and Portuguese, effective Autumn Quarter 2007 and Winter Quarter 2008.

BLAINE W. LILLY, Associate Professor, Departments of Industrial, Welding & Systems Engineering and Mechanical Engineering, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

YUAN LOU, Associate Professor, Department of Mathematics, effective Autumn Quarter 2007 and Winter Quarter 2008.

SRINIVASAN PARTHASARATHY, Associate Professor, Department of Computer Science and Engineering, effective Winter Quarter, Spring Quarter, and Autumn Quarter 2008.

LAURA PODALSKY, Associate Professor, Department of Spanish and Portuguese, effective Winter Quarter and Spring Quarter 2008.

ELIZABETH M. RENKER, Associate Professor, Department of English, effective Winter Quarter and Spring Quarter 2008.

CRAIGE ROBERTS, Associate Professor, Department of Linguistics, effective Autumn Quarter 2007 and Winter Quarter 2008.

WILLIAM J. TYLER, Associate Professor, Department of East Asian Languages and Literatures, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

WYNNE Y. WONG, Associate Professor, Department of French and Italian, effective Winter Quarter and Spring Quarter 2008.

May 4, 2007 meeting, Board of Trustees

Tenure -- Relinquished

COLLEGE OF PHARMACY

JAMES T. DALTON, Professor, tenure relinquished due to reduction in faculty status, effective March 1, 2007.

Emeritus Titles

MAIA P. MERTZ, School of Teaching and Learning, with the title Professor Emeritus, effective May 1, 2007.

JOHN M. PARSON, Department of Chemistry, with the title Professor Emeritus, effective July 1, 2007.

THOMAS M. YORK, Department of Aviation, with the title Professor Emeritus, effective July 1, 2007.

ROBERT S. BILLINGS, Department of Psychology, with the title Associate Professor Emeritus, effective July 1, 2007.

RAPHAEL T. GEORGE, Department of Consumer Sciences, with the title Associate Professor Emeritus, effective September 1, 2007.

JOSEPH J. KOWALSKI, Department of Veterinary Clinical Sciences, with the title Associate Professor Emeritus, effective May 1, 2007.

ARNON E. REICHERS, Department of Management and Human Resources, with the title Associate Professor Emeritus, effective July 1, 2007.

RESOLUTIONS IN MEMORIAM

Resolution No. 2007-140

Synopsis: Approval of Resolutions in Memoriam is proposed.

RESOLVED, That the Board adopt the following Resolutions in Memoriam and that the President be requested to convey copies to the families of the deceased.

Simon P. Dinitz

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 3, 2007, of Simon P. Dinitz, Professor Emeritus in the Department of Sociology.

Sy Dinitz earned his master and doctorate degrees at the University of Wisconsin. In 1951 he was offered a faculty position in the Department of Sociology at The Ohio State University, where he taught for 40 years, retiring as professor emeritus in 1991. He was also a visiting professor at numerous universities and taught and did research in Israel on numerous occasions. During his illustrious career he authored and co-authored 16 books on sociology, criminology, criminal justice, and mental health and published over 120 professional journal articles and book chapters.

Professor Dinitz was exemplary in all he did and received many awards including the American Psychiatric Association's Hofheimer Prize for Research, the American Society of Criminology's Sutherland Award, and the Academy of Criminal Justice Sciences' Bruce Smith Award. At Ohio State he was the first person to receive all three of Ohio State's top awards: the Distinguished

May 4, 2007 meeting, Board of Trustees

Teaching Award (1970), the Distinguished Research Award (1979), and the Distinguished Service Award (1996). In 1981, he was honored to be chosen as the first OSU faculty member to deliver an OSU Commencement address. On a national level he served as president of the American Society of Criminology and of the North Central Sociological Association, and as editor-in-chief of Criminologica, the official journal of the American Society of Criminology. Featured in the *Chicago Tribune* as one of the Big Ten's "Ten Most Exciting Teachers," Sy was electrifying in the classroom and also served as advisor to 39 doctoral students.

Professor Sy Dinitz used his expertise to serve the state of Ohio and the nation, as well. He served on five blue-ribbon committees on corrections, chairing the Governor's Task Force on Prison Overcrowding from 1984-86 and the Governor's Task Force that investigated the April 1993 Lucasville riot. He also served as consultant to the United Nations Social Defense Research Institute on Crime Prevention and Treatment of Offenders. He served on the boards of Alvis House, Buckeye Boys' Ranch, Jewish Family Services, and OSU Hillel. Sy was a member of Congregation Tifereth Israel for over 40 years and frequently gave public lectures at Tifereth Israel, Temple Israel, and the Jewish Community Center.

Simon Dinitz was a true scholar, but a man who always put family first. He took great joy in the achievements of his children and grandchildren, and shared 46 years with his wife Mildred. He will be remembered by his family, friends, and colleagues not only for his scholarship but also for his sharp wit, keen sense of humor, kindness, and generosity.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Simon P. Dinitz its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Robert V. Esmond

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 29, 2007, of Robert V. Esmond, Director Emeritus in the Office of University Development – Research.

Dr. Esmond held a bachelor's degree in journalism from the University of Illinois, a master's degree in journalism from the University of Wisconsin, and a Ph.D. degree in education with a journalism minor from Indiana University. He served in various capacities at Northern Illinois University before coming to Ohio State. Dr. Esmond served The Ohio State University for more than 30 years. He held various positions in the Offices of University Relations, Public Affairs, and University Development. His various assignments and the excellence of his work demonstrate to his flexibility, professionalism, and important contributions to the University.

Robert Esmond began his career at Ohio State as assistant director of University Relations in 1960. He was named executive assistant to the vice president for University Development in 1969, and later assumed a similar role as executive assistant to the vice president of Public Affairs in 1974. In 1982, Dr. Esmond served as executive assistant to the vice president for University Communications and Development. As a result of the rapid growth in the development office in the mid 1980's coupled with Dr. Esmond's proven success at the University, he assumed the role of director of Research. He was the key coordinator in the organization of The Ohio State University Foundation in 1985. Upon his retirement, Dr. Esmond received the title of Director Emeritus of

May 4, 2007 meeting, Board of Trustees

Development-Research, in honor of his long and meritorious service to Ohio State.

Dr. Esmond was an active member of the Centennial Development Campaign, in addition to various other campaigns. Much of his work was special projects assigned by the vice presidents he served. He was an involved member of the Council for Advancement and Support of Education, and coordinated many events and served on many committees for the organization. Outside of Ohio State, Dr. Esmond served as a member of the U.S. Navy, and was a member of the First Community Church Board of Deacons.

On behalf of the University committee, the Board of Trustees expresses to the family of Dr. Robert V. Esmond its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Paul H. Gipp

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 12, 2007, of Paul H. Gipp, Assistant Professor Emeritus in the Ohio State University Extension.

Mr. Gipp was born April 22, 1921 in Canfield, Ohio. He received his Bachelor of Science in Agriculture degree in 1951 and his Master of Science degree in 1959 in agricultural education, both from The Ohio State University.

Paul began his Extension career in Ohio in October 1967 as the County Agent-Agriculture in Columbiana County. He held this position until his retirement in May 1985.

Professor Gipp's contributions in providing Extension educational programs during his career proved that he was a truly dedicated teacher for Extension. He worked with many local committees and agencies to strengthen Extension programs in rural development and farm business analysis programs. He also participated in the statewide workshops for animal health and kept abreast of current subject matter in the agriculture field. He was a member of the National Association for County Agriculture Agents and, in 1977 he received the Public Information Award. He was also awarded the District Achievement Award for the Canfield Area twice during his career.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Paul H. Gipp its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Paul Gottwald

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on March 12, 2007, of Paul Gottwald, Associate Professor Emeritus in the Department of Germanic Languages and Literatures.

Professor Gottwald held a B.A. degree from Hope College and M.A. and Ph.D. degrees from The Ohio State University. He taught for five years at the University of Connecticut before joining the faculty of The Ohio State University in 1955. Professor Gottwald was a professor of German in the Department of Germanic Languages and Literatures for 34 years. After his retirement in 1984 he continued teaching on a part-time basis for another five years. His teaching and scholarship interests focused on beginning, intermediate, and advanced

May 4, 2007 meeting, Board of Trustees

language instruction and assessment. Professor Gottwald was a dedicated, highly successful, and very popular teacher.

Professor Gottwald co-edited various textbooks and developed supplemental classroom materials for existing textbooks. He is also known for a number of book translations into English and German. In 1965, he published *Instructor's Supplement (with tape recordings) to German for Beginners*, and in 1971 he edited *Hans Fallada, Damals bei uns daheim*. In 1970, he published two translations with Ungar: Max Lüthi's *Once Upon a Time ... On the Nature of Fairy Tales*, and Wolfgang Seiferth's *Synagoge and Church in the Middle Ages*. Other translations include Hans Bänziger's *Heimat und Fremde* (1960) and Hubert Jannach's *German for Reading Knowledge* (1963).

Paul Gottwald was an active member of the University community and served on numerous committees. He was also engaged in the profession at large as a member of the Modern Language Association and of the Association of Teachers of German. At the departmental level he was for many years in charge of placement and proficiency testing at both the undergraduate and graduate levels.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Paul Gottwald its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Gerald D. Stanley

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on April 4, 2007, of Gerald D. Stanley, Associate Professor Emeritus in the Ohio State University Extension.

Mr. Stanley was born December 20, 1926 in Princeton, Missouri. He received his Bachelor of Science in Agriculture degree in 1951 in animal science from The Ohio State University and his master of science degree in 1966 in animal science from Purdue University.

Jerry began his Extension career in Ohio in August 1961 as the County Agent-4-H in Stark County. In 1967 he became the County Extension Agent-Agriculture in Williams County and held this position until his retirement in May 1987.

Professor Stanley's contributions in providing Extension educational programs during his career proved that he was a truly dedicated teacher for Extension. He worked with many local committees and agencies to strengthen Extension programs in beef, swine, and dairy in Williams County. He also participated in the statewide workshops for animal health and kept abreast of current subject matter in the agriculture field. He was a member of the National Association for County Agriculture Agents and, in 1980, received the Public Information Award and in 1982 was awarded their Distinguished Service Award.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Gerald D. Stanley its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

UNIVERSITY DEVELOPMENT REPORT

Resolution No. 2007-141

Synopsis: The report on the receipt of gifts and the summary for March 2007 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from alumni, industry, and various individuals in support of research, instructional activities, and service; and

WHEREAS such gifts are received through The Ohio State University Development Fund and The Ohio State University Foundation; and

WHEREAS this report includes the establishment of eighteen (18) new named endowed funds and the revision of four (4) endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Development Fund and The Ohio State University Foundation during the month of March 2007 be approved.

PRIVATE SUPPORT – TOTAL FUND RAISING ACTIVITY

	July – March 2006	July – March 2005	<u>% Change</u>
Gift Receipts			
Cash, Securities, GIK	\$93,297,042	\$86,791,371	7
Gifts-in-Kind	\$4,589,222	\$4,866,700	(6)
Irrevocable Trusts & Annuities	\$2,088,067*	\$986,994	112
Gifts from Bequests	<u>\$9,537,223</u>	<u>\$9,380,694</u>	2
Total Gift Receipts	\$109,511,553	\$102,025,759	7
Net Pledges Acquired	\$18,546,857	\$23,231,447	(20)
Net Revocable Planned Gifts Acquired			
Bequest Expect	\$20,503,341	\$18,425,179	11
Trust Expectancies	<u>\$10,439,094</u>	<u>\$14,270,056</u>	(27)
Total Net Planned Gifts	<u>\$30,942,435</u>	<u>\$32,695,235</u>	(5)
Total	\$159,000,845	\$157,952,441	1

* Per national reporting standards, irrevocable trusts are counted at present value.

May 4, 2007 meeting, Board of Trustees

TOTAL UNIVERSITY PRIVATE SUPPORT July through March 2006-2007 Compared to 2005-2006 GIFT RECEIPTS BY DONOR TYPE

	<u>Donors</u>			<u>Dollars</u>		
	<u>2006-07</u>	<u>2005-06</u>	<u>%Change</u>	<u>2006-07</u>	<u>2005-06</u>	<u>%Change</u>
Individuals:						
Alumni (Current Giving)	54,833	53,115	3	\$29,443,028	\$28,797,048	2
Alumni (Irrevocable Trusts & Annuities)	22	17	29	2,028,695*	260,502	679 ^A
Alumni (From Bequests)	<u>47</u>	<u>39</u>	21	<u>4,612,442</u>	<u>4,040,336</u>	14 ^B
Alumni Total	54,902	53,171	3	\$36,084,166	\$33,097,886	9
Non-Alumni (Current Giving)	33,851	33,389	1	\$17,877,660	\$19,433,588	(8) ^C
Non-Alumni (Irrevocable Trusts & Annuities)	6	6	0	59,371*	726,493	(92) ^D
Non-Alumni (From Bequests)	<u>31</u>	<u>33</u>	(6)	<u>4,924,780</u>	<u>5,340,358</u>	(8)
Non-Alumni Total	33,888	33,428	1	\$22,861,811	\$25,500,438	(10)
Individual Total	88,790	86,599	3	\$58,945,977	\$58,598,325	1
Corporations/Corp/Foundation	3,462	3,652	(5)	\$24,612,444	\$23,112,535	6
Private Foundations	563	485	16	\$20,764,994	\$16,159,026	29 ^E
Associations & Other Organizations	<u>1,281</u>	<u>1,380</u>	(7)	<u>\$5,188,138</u>	<u>\$4,155,873</u>	25 ^F
Grand Total	94,096	92,116	2	\$109,511,553	102,025,759	7

* Per national reporting standards irrevocable trusts are counted at present value.

- A Individual Alumni Irrevocable gifts are up 679% due to \$2.3M (\$1.1M present value) in gift annuities from Joe and Elizabeth Engle
- B Individual Alumni bequest receipts are up 14% due to a \$1.7M bequest from Peter and Pauline Chichilo in September 2006 for an unrestricted endowment
- C Individual Non-Alumni Current gifts are down 8% due to a gift-in-kind of original magazine collection from Eldon Dedini to the Libraries (valued at \$5M) in March 2006
- D Individual Non-Alumni Irrevocable gifts are down 92% due to one \$1M (\$500K present value) irrevocable commitment in August 2005 from Emily Hathaway
- E Private Foundations giving is up 29% due to a \$1.9M gift from the Kravinsky Foundation in August 2006 to the College of Public Health, a \$1.1M gift from the Paul G. Duke Foundation in January 2007 to the Thompson Library Renovation, a 1M gift from the Jay and Jeanie Schottenstein Foundation in January 2007 to Cardiovascular Science, and a \$1M gift from the William and Dorothy Davis Foundation in December 2006 to the Heart and Lung Institute
- F Associations and Other Organizations giving is up 25% due to a \$590K gift from the Joe R. Engle Revocable Trust in October 2006 for freshmen scholarships, and to overall activity at the \$100K+ level (eight at this level in July 2006 - March 2007 compared with four in July 2005 - March 2006)

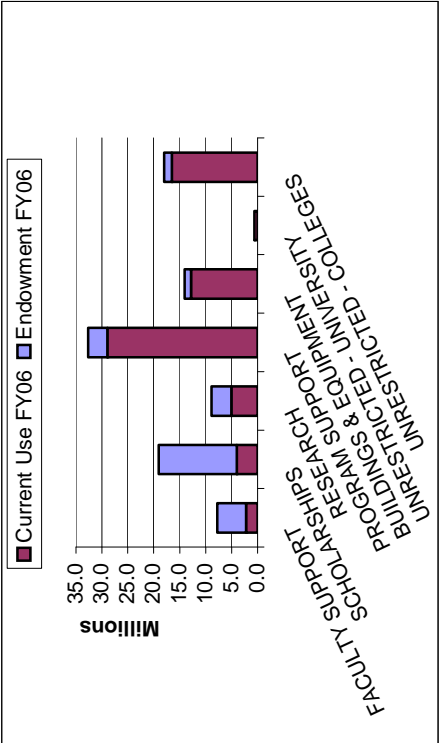
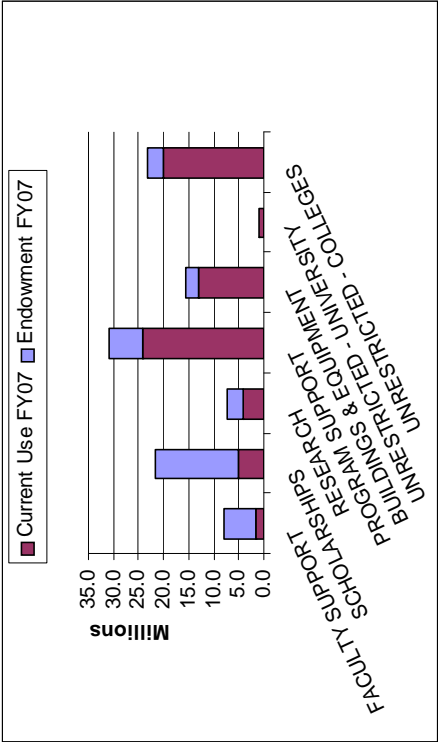
GIFT RECEIPTS BY PURPOSE

Dollars

July through March

	<u>Current Use</u>	<u>FY 2006-2007</u> <u>Endowment</u>	<u>Total</u>	<u>Current Use</u>	<u>FY 2005-06</u> <u>Endowment</u>	<u>Total</u>	<u>%Change</u>
FACULTY SUPPORT	1,527,931	6,549,521	8,077,452	2,198,454	5,571,910	7,770,364	4
SCHOLARSHIPS	5,131,527	16,489,748	21,621,276	4,016,683	15,043,148	19,059,831	13
RESEARCH	4,185,705	3,101,142	7,286,848	5,079,057	3,811,501	8,890,558	(18)
PROGRAM SUPPORT	24,201,989	6,712,066	30,914,055	28,953,844	3,734,052	32,687,896	(5)
BUILDINGS & EQUIPMENT	13,002,610	2,496,238	15,498,848	12,821,254	1,205,531	14,026,784	10
UNRESTRICTED – UNIVERSITY	868,790	---	868,790	644,282	---	644,282	35
UNRESTRICTED – COLLEGES	20,179,894	2,976,323	23,156,218*	16,520,202	1,462,876	17,983,078	29
TOTAL	\$69,098,447	\$38,325,039	\$107,423,486	\$70,233,776	\$30,829,018	\$101,062,794	6

*Purpose Report Total does not include Irrevocable Deferred gifts, so the total will be lower than the total on the Donor Type Report.



THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

Total
Gifts

Establishment of Named Endowed Funds

The Ohio State University at Newark Scholarship Fund \$1,000,000.00
(Used to provide annual scholarship support for students who are enrolled or intend to enroll at OSU Newark; provided by funds transferred under the direction of the Newark Advisory Board and the dean/director of the Newark campus)

The Aidan W., Daniel P., and Angela M. Lindner Memorial Athletic Scholarship Fund \$50,000.00
(Used to supplement the grant-in-aid scholarship costs of an undergraduate intercollegiate student-athlete who is a member of the men's lacrosse team; provided by gifts from friends and family of Daniel R. Lindner in loving memory of Mr. Lindner's wife Angela, sons Daniel P. and Aidan W., and mother-in-law Dorothy Meller)

The Dr. Kurt L. Loening Endowment Fund in Chemical Nomenclature and Chemical Information \$25,000.00
(Used to support activities in the Department of Chemistry in chemical nomenclature, chemical information, or related topics; provided by gifts in memory of Dr. Kurt L. Loening from Dr. Helen Ginsberg and former colleagues and friends) (grandfathered)

Change in Description of Named Endowed Fund

The Townshend ATZ Endowment Fund

Change in Name and Description of Named Endowed Funds

From: Thomas A. and John E. Hamrick Memorial Scholarship Fund for Pickaway County

To: Dorothy R., Thomas A., and John E. Hamrick Memorial Scholarship Fund for Pickaway County

From: The Jane Shanely Phi Upsilon Omicron Fellowship Fund
To: The Jane Shanely Phi Upsilon Omicron Graduate Scholarship Fund

THE OHIO STATE UNIVERSITY FOUNDATION

Establishment of Named Endowed Funds

The Battelle Center for Mathematics and Science Education Policy Endowed Support Fund \$2,000,000.00
(Used to support activities associated with or related to the Battelle Center for Mathematics and Science Education Policy at the John Glenn School of Public Affairs; provided by gifts from Battelle Memorial Institute)

The Cropper Family Graduate Scholarship Fund \$250,000.00
(Used to provide scholarship support to graduate students enrolled at the Fisher College of Business; provided by gifts from Mary Jo Stolle Cropper, Robert Cropper, Spence Cropper, and Amy Cropper Settlemyre)

May 4, 2007 meeting, Board of Trustees

The Wirtanen Family Athletic Scholarship Fund (Used to supplement the grant-in-aid scholarship costs of an undergraduate intercollegiate student-athlete who is a member of the varsity football team; provided by a gift from Donald and Gail Wirtanen)	\$150,000.00
The Dr. Milton W. Firestone Endowed Scholarship Fund (Used to support one scholarship for a student at the College of Veterinary Medicine interested in pursuing a career in veterinary medicine; provided by a gift from the estate of Dr. Milton W. Firestone)	\$100,000.00
The Walt Rudin Sr. Football Manager Scholarship Fund (Used to supplement the grant-in-aid scholarship costs of the head senior football manager who is pursuing an undergraduate degree at OSU; provided by a gift from Walt Rudin Jr.)	\$51,064.84
OSU Extension Southeast Region Endowment Fund (Used for creative extension programming and the professional development of all extension employees in the 29 counties of the Appalachia and Hamilton County; provided by gifts from the OSU Extension Southeast Office)	\$50,820.63
The Jay S. Worly and Kathy T. Worly Endowment Fund for Breast Cancer Research (Used for breast cancer research at The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute at OSU; provided by gifts from Jay Steven Worly and Kathy Tolkman Worly)	\$50,786.00
The Jay S. Worly and Kathy T. Worly Endowment Fund for Lung Cancer Research (Used for lung cancer research at The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute at OSU; provided by gifts from Jay Steven Worly and Kathy Tolkman Worly)	\$50,261.00
The Dr. Peter Anthony Volpe Medical Student Scholarship Fund (Used to provide a scholarship for a medical student in the College of Medicine; provided by a gift from Peter Anthony Volpe, M.D. in memory of his father, Dr. Peter Anthony Volpe)	\$50,000.00
Monroe County 4-H Endowment Fund (Used to provide program funding for the 4-H youth and volunteers of the Monroe County 4-H Youth Development Program; provided by gifts from friends of Monroe County 4-H) (grandfathered)	\$31,045.00
David H. and Susan E. Bailey Endowment Fund for College of Engineering Student Development (Used for College of Engineering student development outside the classroom; provided by gifts from David H. and Susan E. Bailey) (grandfathered)	\$29,700.00
The OSU Alumni Club of Charlotte Scholarship Endowment Fund (Used to provide scholarships for students from Charlotte, North Carolina; provided by gifts from the OSU Alumni Club of Charlotte) (grandfathered)	\$25,050.00
The Barton Endowment Scholarship Fund (Used to provide scholarships for students enrolled in the College of Education and Human Ecology; provided by gifts from Kathleen Barton Conway and her father Cornelius J. Barton) (grandfathered)	\$25,000.00

May 4, 2007 meeting, Board of Trustees

The Knox-Gingrich Endowed Scholarship Fund \$25,000.00
(Used to provide scholarship support for one outstanding student enrolled in the College of Veterinary Medicine interested in pursuing a career in dairy medicine; provided by gifts from Dr. John Knox and Dr. Karl F. Gingrich) (grandfathered)

The John Boyd and Pauline Drysdale Mitchell Memorial Fund \$25,000.00
(Used to provide one academic merit and need-based undergraduate scholarship to a student who is in the top 60% of their high school graduating class; provided by gifts from John Boyd Mitchell) (grandfathered)

Change in Description of Named Endowed Fund

The Medical Class of 1957 Endowment Fund

Total \$3,988,727.47

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

Establishment of Named Endowed Funds

The Ohio State University at Newark Scholarship Fund

The Ohio State University at Newark Scholarship Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University with funds transferred under the direction of the dean/director of The Ohio State University at Newark.

The annual distribution from this fund shall be used to provide annual scholarship support for students who are enrolled or intend to enroll at Ohio State Newark. Scholarships for incoming and returning students will be based on need and merit. Scholarship recipients will be selected by the director of Financial Aid in consultation with the OSU Newark dean/director and the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

This fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the dean/director of Ohio State Newark. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent as good conscience and need dictate.

Amount Establishing Endowment: \$1,000,000.00

The Aidan W., Daniel P., and Angela M. Lindner Memorial Athletic Scholarship Fund

The Aidan W., Daniel P., and Angela M. Lindner Memorial Athletic Scholarship Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University with gifts from friends and family of Daniel R. Lindner (B.S., 1990) of Naperville, Illinois, in loving memory of Mr. Lindner's wife Angela, sons Daniel P. and Aidan W., and mother-in-law Dorothy Meller of Swanton, Ohio.

May 4, 2007 meeting, Board of Trustees

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete pursuing an undergraduate degree at The Ohio State University who is a member of the men's lacrosse team. Preference will be given to a student-athlete who demonstrates the qualities of integrity and leadership. Scholarship recipients shall be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the director of Athletics. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Amount Establishing Endowment: \$50,000.00

The Dr. Kurt L. Loening Endowment Fund in Chemical Nomenclature and Chemical Information

The Dr. Kurt L. Loening Endowment Fund in Chemical Nomenclature and Chemical Information was established May 4, 2007, by the Board of Trustees of The Ohio State University, with gifts in memory of Dr. Kurt L. Loening (B.S., 1944; Ph.D., 1951) from Dr. Helen Ginsberg (Ph.D., 1947), the Department of Chemistry, and former colleagues and friends.

Dr. Kurt L. Loening was an expert and leader in chemical nomenclature. After he received his undergraduate and Ph.D. degrees from The Ohio State University, Dr. Loening served as a staff member at Chemical Abstracts Service (CAS) from 1951-90 before returning to Ohio State as a senior research associate in the Department of Chemistry. During his career Dr. Loening shared his knowledge and enthusiasm for chemical nomenclature and chemical information via lectures and publications including articles in journals, entries in encyclopedias, and chapters in books.

Per one of Dr. Loening's final requests, the annual distribution from this fund shall be used to support activities in the Department of Chemistry in chemical nomenclature, chemical information, or related topics. Expenditures from this fund shall be approved by the chairperson of the Department of Chemistry in consultation with the dean of the College of Mathematical and Physical Sciences.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the dean of the College of

May 4, 2007 meeting, Board of Trustees

Mathematical and Physical Sciences in consultation with the chairperson of the Department of Chemistry. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Amount Establishing Endowment: \$25,000.00 (grandfathered)

Change in Description of Named Endowed Fund

The Townshend ATZ Endowment Fund

The Townshend AZ Endowment Fund was established on March 4, 1994, by the Board of Trustees of The Ohio State University with gifts from alumni, friends, and current members of the Townshend Chapter of Alpha Zeta Fraternity, and in memory of Mark Sommers, by his friends and family. The description was revised and the name was changed to The Townshend ATZ Endowment Fund, on March 5, 1999. The description was revised again on May 7, 1999, and was further revised May 4, 2007.

The annual distribution shall be used for scholarships or other appropriate educational, professional, and personal enrichment experiences for students enrolled at The Ohio State University who are active members or engaged in the new member education program of Alpha Tau Zeta Fraternity, Townshend Chapter, and have a minimum 2.85 cumulative grade point average. Scholarship recipients will be selected by the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural, and Environmental Sciences or his/her designee in consultation with The Ohio State University Office of Student Financial Aid and the president of the ATZ Townshend Alumni Association Board of Trustees.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural, and Environmental Sciences. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Change in Name and Description of Named Endowed Funds

Dorothy R., Thomas A., and John E. Hamrick Memorial Scholarship Fund for Pickaway County

The Thomas A. and John E. Hamrick Memorial Scholarship Fund for Pickaway County was established December 5, 1986, by the Board of Trustees of The Ohio State University with gifts from George H. Hamrick (B.S., 1951; M.S., 1959, chair of the Pickaway County Office of the Ohio State University Extension from 1957-84) and his wife, Dorothy R. Hamrick (B.S.Ed., 1947), in memory of their sons. The description was revised on July 9, 1993, and the name and description were revised on October 4, 2002. Per George Hamrick's request, the name and description were further revised May 4, 2007, to honor the memory of his wife who passed away in 2006.

May 4, 2007 meeting, Board of Trustees

The annual distribution from this fund shall be used to provide one or more scholarships for undergraduate or graduate students enrolled in any degree program on the Columbus campus in the College of Education and Human Ecology. The award shall alternate between education and human ecology majors – one year awarded to a student majoring in human ecology and the following year awarded to a student majoring in education who is working towards teacher certification in elementary or secondary education. Criteria for selection shall include outstanding scholastic achievement and leadership potential demonstrated through extracurricular activities. First preference is for students beyond their first year of studies with financial need who are from Pickaway County, Ohio. Second preference is for students from Gallia or Ross Counties of Ohio. The Office of Student Financial Aid will select scholarship recipients in consultation with the dean of the College of Education and Human Ecology.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the dean of the College of Education and Human Ecology. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

The Jane Shanely Phi Upsilon Omicron Graduate Scholarship Fund

The Jane Shanely Phi Upsilon Omicron Fellowship Fund was established May 5, 1983, by the Board of Trustees of The Ohio State University with gifts from the Gamma Alumni Chapter of Phi Upsilon Omicron, an honor society of home economics, in memory of Jane Shanely (B.S., 1972) of Columbus, Ohio. The name and description were revised May 4, 2007.

The annual distribution from this fund shall be used to support studies of a student(s) enrolled in graduate programs of the Department of Human Development and Family Science, the Department of Consumer Sciences, the Department of Human Nutrition, or the Family and Consumer Sciences Program in the College of Education and Human Ecology. Qualified candidates must have maintained a minimum 3.0 grade point average (GPA) and must be a Phi Upsilon Omicron alumnus. Scholarship recipients will be selected by the dean of the College of Education and Human Ecology in cooperation with the Phi Upsilon Omicron Alumni Scholarship chairperson and the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the dean of the College of Education and Human Ecology. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

REPORT ON UNIVERSITY DEVELOPMENT

THE OHIO STATE UNIVERSITY FOUNDATION

Establishment of Named Endowed Funds

**The Battelle Center for Mathematics and Science Education Policy
Endowed Support Fund**

The Battelle Center for Mathematics and Science Education Policy Endowed Support Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Battelle Memorial Institute.

The annual distribution from this fund shall be used to support activities associated with or related to the Battelle Center for Mathematics and Science Education Policy at the John Glenn School of Public Affairs. Expenditures shall be recommended by the director of the Battelle Center for Mathematics and Science Education Policy and approved by the director of the John Glenn School of Public Affairs.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of the John Glenn School of Public Affairs. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: \$2,000,000.00

The Cropper Family Graduate Scholarship Fund

The Cropper Family Graduate Scholarship Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Mary Jo Stolle Cropper (B.S.Ed., 1963), Robert Cropper, Spence Cropper, and Amy Cropper Settlemyle.

The annual distribution from this fund shall provide scholarship support to a graduate student(s) enrolled at The Max M. Fisher College of Business. Selection of the recipient(s) shall be made by the Graduate Programs Office at the Fisher College of Business in consultation with the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

May 4, 2007 meeting, Board of Trustees

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the Fisher College of Business. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Amount Establishing Endowment: \$250,000.00

The Wirtanen Family Athletic Scholarship Fund

The Wirtanen Family Athletic Scholarship Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Donald (B.S.Bus.Ad., 1977) and Gail (B.S.Bus.Ad., 1976) Wirtanen of Weatherford, Texas.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is a member of the varsity football team and pursuing an undergraduate degree at The Ohio State University. First preference will be given to a student-athlete from the state of Texas. Next preference will be given to a student athlete from the greater Cleveland or Dayton, Ohio, areas. The recipient shall be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowed funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's cost of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of Athletics. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscious and need dictate.

Amount Establishing Endowment: \$150,000.00

The Dr. Milton W. Firestone Endowed Scholarship Fund

The Dr. Milton W. Firestone Endowed Scholarship Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an unrestricted estate gift from Dr. Milton W. Firestone (D.V.M., 1938).

The annual distribution from this fund shall be used to support one (1) scholarship for a student at the College of Veterinary Medicine interested in pursuing a career in veterinary medicine. First preference shall be given to a student who attended high school in the Bronx, New York. If a student from the Bronx is not enrolled or eligible then another student may be selected. Scholarship recipients will be selected by the dean of the College of Veterinary Medicine in consultation with the associate dean for Student Affairs and the Office of Student Financial Aid.

May 4, 2007 meeting, Board of Trustees

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Veterinary Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: \$100,000.00

The Walt Rudin Sr. Football Manager Scholarship Fund

The Walt Rudin Sr. Football Manager Scholarship Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Walt Rudin Jr. (B.S., 1977), of Columbus, Ohio.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of the head senior football manager who is pursuing an undergraduate degree at The Ohio State University. The recipient shall be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowed funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's cost of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by The Board of Trustees and Foundation Board as recommended by the director of Athletics. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscious and need dictate.

Amount Establishing Endowment: \$51,064.84
Total Commitment: \$100,000.00

OSU Extension Southeast Region Endowment Fund

The OSU Extension Southeast Region Endowment Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the OSU Extension Southeast Office.

The annual distribution from this fund shall be used for creative extension programming and the professional development of all extension employees in the 29 counties of the Appalachia and Hamilton County. Expenditures shall be approved by the regional director and the director of OSU Extension.

May 4, 2007 meeting, Board of Trustees

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the regional director and the director of OSU Extension. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Amount Establishing Endowment: \$50,820.63

The Jay S. Worly and Kathy T. Worly Endowment Fund for Breast Cancer Research

The Jay S. Worly and Kathy T. Worly Endowment Fund for Breast Cancer Research was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from Jay Steven Worly and Kathy Tolkman Worly of Columbus, Ohio.

The annual distribution from this fund shall be used for breast cancer research at The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute at The Ohio State University as approved by the senior executive director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and the director of the Comprehensive Cancer Center in consultation with the senior vice president for Health Sciences. Funds may be used for research personnel, supplies, equipment, publications, conferences, and other activities required for quality medical research.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the senior executive director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and the director of the Comprehensive Cancer Center in consultation with the senior vice president for Health Sciences. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: \$50,786.00

The Jay S. Worly and Kathy T. Worly Endowment Fund for Lung Cancer Research

The Jay S. Worly and Kathy T. Worly Endowment Fund for Lung Cancer Research was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from Jay Steven Worly and Kathy Tolkman Worly of Columbus, Ohio.

May 4, 2007 meeting, Board of Trustees

The annual distribution from this fund shall be used for lung cancer research at The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute at The Ohio State University as approved by the senior executive director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and the director of the Comprehensive Cancer Center in consultation with the senior vice president for Health Sciences. Funds may be used for research personnel, supplies, equipment, publications, conferences, and other activities required for quality medical research.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the senior executive director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and the director of the Comprehensive Cancer Center in consultation with the senior vice president for Health Sciences. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: \$50,261.00

The Dr. Peter Anthony Volpe Medical Student Scholarship Fund

The Dr. Peter Anthony Volpe Medical Student Scholarship Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Peter Anthony Volpe (B.A., 1958; M.D., 1961) in memory of his father, Dr. Peter Anthony Volpe (B.A., 1929; M.D., 1931).

The annual distribution from this fund shall provide a scholarship for a medical student in the College of Medicine. The selection of the recipient shall be based on financial need and academic merit, and shall be made at the recommendation of the director of Student Financial Aid in collaboration with the College of Medicine Scholarship Committee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the senior vice president for Health Sciences and the dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: \$50,000.00

May 4, 2007 meeting, Board of Trustees

Monroe County 4-H Endowment Fund

The Monroe County 4-H Endowment Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends of Monroe County 4-H.

The annual distribution from this fund shall be used to provide a sound source of program funding for the 4-H youth and volunteers of the Monroe County 4-H Youth Development Program. This support may include, but is not limited to, the funding of trips, awards, and scholarships for 4-H members, volunteer leaders, and friends of 4-H; sponsoring seminars and programs; and for purchasing material and services that will supplement 4-H programming or increase visibility and public support of 4-H in Monroe County. The Monroe County 4-H Committee and the professional in charge of the Monroe County 4-H Program shall approve all expenditures from this fund.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the professional in charge of the Monroe County 4-H Program in consultation with the Monroe County 4-H Committee. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Amount Establishing Endowment: \$31,045.00 (grandfathered)

David H. and Susan E. Bailey Endowment Fund for
College of Engineering Student Development

The David H. and Susan E. Bailey Endowment Fund for College of Engineering Student Development was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from David H. (B.S., 1973) and Susan E. Bailey of Stevensville, Michigan.

The annual distribution from this fund shall be used for College of Engineering student development outside the classroom. The dean of the College of Engineering will determine the best use of the distribution each year. Initiatives may include, but are not limited to: 1) cross-discipline activities within the College and with other majors in other colleges in order to understand better each other's professional responsibilities in preparation for "real world" employment; 2) support for external experts who will lecture on "breaking" technologies, on "real world" experiences, etc.; 3) student travel to professional conferences; and 4) help for student extra-curricular development organizations, such as the Association of Computing Machinery chapter, who wish to host an outside speaker series, etc.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

May 4, 2007 meeting, Board of Trustees

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Engineering. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Amount Establishing Endowment: \$29,700.00 (grandfathered)

The OSU Alumni Club of Charlotte Scholarship Endowment Fund

The OSU Alumni Club of Charlotte Scholarship Endowment Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the OSU Alumni Club of Charlotte, North Carolina.

The annual distribution from this fund shall provide scholarships for students from the Charlotte, North Carolina, area. Scholarship recipients will be selected by the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of the Office of Student Financial Aid. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Amount Establishing Endowment: \$25,050.00 (grandfathered)

The Barton Endowment Scholarship Fund

The Barton Endowment Scholarship Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Mrs. Kathleen Barton Conway (M.A. Education, 1989) of Shelton, Connecticut, and her father, Mr. Cornelius J. Barton of Redding, Connecticut, to express their passion for the teaching profession.

The annual distribution from this fund shall provide an initial need-based scholarship for an existing undergraduate student with a 2.0 to 3.3 grade point average (GPA) enrolled part-time or full-time in the College of Education and Human Ecology at the Columbus main campus of The Ohio State University. It is the donors' preference that the recipient's major be focused on early and middle childhood education.

The scholarship shall be used for the cost of tuition, room and board, books, an educational stipend, and miscellaneous educational expenses above the recipient's federal, state, and additional grant and financial aid awards. The award shall be distributed equally over the three quarters of the academic school year and is renewable up to twelve quarters (or eight semesters in the event the University changes its system) or until completion of a baccalaureate degree as

May 4, 2007 meeting, Board of Trustees

long as the recipient maintains financial need and at the minimum a 2.0 GPA. The recipient must complete a nationally approved needs analysis document annually, such as the Free Application for Federal Student Aid (FAFSA).

This scholarship fund will be administered by the Office of Student Financial Aid in consultation with the College of Education and Human Ecology. Any unused distribution should be reinvested to the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Education and Human Ecology and the Office of Student Financial Aid. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate. It is the donors' desire that, if they are alive, they are to be consulted regarding the new designation as recommended by the University.

Amount Establishing Endowment: \$25,000.00 (grandfathered)

The Knox-Gingrich Endowed Scholarship Fund

The Knox-Gingrich Endowed Scholarship Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. John Knox and Dr. Karl F. Gingrich.

The annual distribution from this fund shall provide scholarship support for one outstanding student enrolled in the College of Veterinary Medicine who is interested in pursuing a career in dairy medicine. Scholarship recipients will be selected by the dean of the College of Veterinary Medicine in consultation with the associate dean for Student Affairs and the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Veterinary Medicine in consultation with the associate dean for Student Affairs and the Office of Student Financial Aid. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Amount Establishing Endowment: \$25,000.00 (grandfathered)

May 4, 2007 meeting, Board of Trustees

The John Boyd and Pauline Drysdale Mitchell Memorial Fund

The John Boyd and Pauline Drysdale Mitchell Memorial Fund was established May 4, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from John Boyd Mitchell of Columbus, Ohio.

The annual distribution from this fund shall provide one academic merit and need-based undergraduate scholarship to a student who is in the top 60% of their high school graduating class. At such time that the remaining principal in Dr. Mitchell's charitable remainder trust is added to this fund it shall then provide two scholarships annually. It is the donor's desire that the scholarships be awarded with first preference to students who are residents of Alabama, Arkansas, Georgia, Kentucky, Louisiana, Mississippi, or West Virginia. Additionally, it is the donor's desire that the students be in good standing with the University and not have committed violations resulting in disciplinary proceedings.

The annual distribution may be used towards the cost of tuition, room and board, books, an educational stipend, and miscellaneous educational expenses. The scholarship shall be distributed equally over the three quarters of the academic school year. The scholarship is renewable up to fifteen quarters or until completion of a baccalaureate degree, whichever comes first, as long as the recipient maintains financial need and academic eligibility requirements. This scholarship fund will be administered by the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the Office of Student Financial Aid. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: \$25,000.00 (grandfathered)
Total Commitment: \$50,000.00

Change in Description of Named Endowed Fund

The Medical Class of 1957 Endowment Fund

The Medical Class of 1957 Scholarship Fund was established September 2, 1998, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the medical alumni of the Class of 1957 of the College of Medicine. The name and description were revised October 6, 2000, and the description was further revised May 4, 2007.

The annual distribution from this fund shall be used to provide a stipend to defray medical education expenses for one medical student enrolled in the College of

May 4, 2007 meeting, Board of Trustees

Medicine. Preference shall be given to a second-year student who graduated from an Ohio high school. The recipient shall be determined each year through an anonymous and random selection process identified and administered by the associate dean for Student Affairs of the College of Medicine, and upon consultation when applicable with the College's Committee for Scholarship Awards and with the Office of Student Financial Aid, and in consultation with the senior vice president for Health Sciences and the dean of the College of Medicine. Any unused distribution should be returned to the principal at the end of each fiscal year.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the senior vice president for Health Sciences and the dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

May 4, 2007 meeting, Board of Trustees

**APPROVAL TO ENTER INTO DESIGN AND CONSTRUCTION CONTRACTS,
AND TO INCREASE CONSTRUCTION CONTRACTS**

Resolution No. 2007-142

APPROVAL TO ENTER INTO DESIGN CONTRACTS

CANFIELD HALL – BATHROOM RENOVATIONS
OHIO STADIUM – PRESS BOX RENOVATION
ROSS HEART HOSPITAL – FIRST FLOOR OUTPATIENT SURGERY

APPROVAL TO ENTER INTO CONSTRUCTION CONTRACTS

AERONAUTICAL AND ASTRONAUTICAL RESEARCH LAB ROOF
REPLACEMENT
AIRPORT HANGARS 1, 2 AND 3 ROOF REPLACEMENT
OHIO STADIUM – PRESS BOX RENOVATION
ROSS HEART HOSPITAL – FIRST FLOOR OUTPATIENT SURGERY
STILLMAN HALL THIRD FLOOR RENOVATION
UNIVERSITY HOSPITALS EAST – ENDOSCOPY AND DIGESTIVE
HEALTH RENOVATION

APPROVAL TO INCREASE CONSTRUCTION CONTRACTS

PUT-IN-BAY WATER AND SEWER LINE EXTENSION

Synopsis: Authorization to enter into design and construction contracts, and to increase a construction contract, as detailed in the attached materials, is requested.

WHEREAS in accordance with the attached materials, the University desires to undertake, and enter into design contracts for, the following projects:

Canfield Hall – Bathroom Renovations (N/A)	\$1.4M	Future Bond Proceeds
Ohio Stadium – Press Box Renovation (N/A)	\$1.0M	Athletics
Ross Heart Hospital – First Floor Outpatient Surgery (N/A)	\$0.3M	OSUMC Health Systems

WHEREAS in accordance with the attached materials, the University desires to enter into construction contracts for the following projects:

Aeronautical and Astronautical Research Lab Roof Replacement (05-06 capital request)	\$0.8M	State funds
Airport Hangars 1, 2 and 3 Roof Replacement (05-06 capital request)	\$0.6M	State funds
Ohio Stadium – Press Box Renovation (N/A)	\$1.0M	Athletics
Ross Heart Hospital – First Floor Outpatient Surgery (N/A)	\$0.3M	OSUMC Health Systems
Stillman Hall Third Floor Renovation (N/A)	\$0.4M	Departmental Funds
University Hospitals East – Endoscopy and Digestive Health Renovation (N/A)	\$1.5M	OSUMC Health Systems

WHEREAS in accordance with the attached materials, the University desires to increase construction contracts for the following project:

Put-in-Bay Water and Sewer Line Extension (03-04 capital request)	\$3.5M	2007 bond proceeds
--	--------	--------------------

May 4, 2007 meeting, Board of Trustees

*Parentheses indicates the biennial capital request or other action by the Board of Trustees to authorize the capital project; renovation projects funded by internal office or departmental funds that are noted as "N/A" have not had separate capital project authorization because of their smaller size or because they arose unexpectedly between capital planning cycles.

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to enter into design and construction contracts and to increase a construction contract for the projects listed above in accordance with established University and state of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

(See Appendix LVI for background information and maps, page 1187.)

Upon motion of Mr. Brass, seconded by Mrs. Davidson, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Trustees Duncan, McFerson, Cloyd, Davidson, Ong, Borror, Wexner, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, and Shackelford.

PRICEWATERHOUSECOOPERS CONSULTANTS

Mr. William J. Shkurti:

At the direction of the Audit Committee of the Board of Trustees, the University has hired PricewaterhouseCoopers, through a competitive process, to assess the University's decision-making, compliance, control, and reporting structures as they relate to the financial operations of the University as reported to the Board of Trustees. In your Board books is a summary of the scope of the contract, timetable, and the principals involved. With us today from PricewaterhouseCoopers is Mark Match, who is the principal, and he is accompanied by Michael Barone and Barbara Walsh. I will turn it over to them and they will go over the scope of the contract and give you a chance to interact with them about what they will be doing.

Mr. Mark Match:

Thank you. We are very pleased to be here and present to the Board. We met with representatives of the Audit Committee, Mr. Brass and Mr. Schottenstein, to go over our proposed scope and you will find that in Attachment B. One key element of the project is to review the strategic context and Barbara is going to review that. We picked five specific projects and the purpose is to go through the process that was followed by the University in conducting those projects. The second key element is to look at operational and fiscal controls, and Michael Barone is going to handle that element of the project. We picked specific policies in conjunction with Leslie Flesh and Bill, and we will start that piece of the project this coming Monday. We are going to start the strategic piece of the project in three weeks, the third week in May, and when we are done with that we are going to go through and look at the reporting phase. Those two will feed into the reporting phase. The focus of that is what type of information you as a Board or you as Committee members are receiving on those particular elements. Finally, as has been discussed in other facets, we are going to benchmark you against your peer institutions on not only what you do and what do we see other institutions doing, but where you have similar institutions that you want to be compared against. Then we will come back

May 4, 2007 meeting, Board of Trustees

to Mr. Brass and Mr. Schottenstein to help us select those particular institutions before we start the actual benchmarking phase of the exercise.

As written in the contract, there will be a 90-day interim report on our progress and a 180-day final report. We believe we can live within those time frames. Even though we are getting a slight delayed start on one phase of it, it shouldn't impact the overall delivery timeframe. When we went over the particular scoping of the project, I think that we had a good dialogue between your Audit Committee representatives and ourselves. I think we have a good understanding of what we think their expectations are. We agreed to get back to them on a regular basis throughout the course of our project to give them our current results, as well as if there are open questions or input that they wish to have. We can do that in an interactive basis throughout the course of the project as opposed to getting done and then reporting our results. Do you have any particular things you would like to add as Committee members?

Mr. Schottenstein:

No, I don't think so. Why don't you go ahead with your report and we will see what kind of questions we get from the group.

Mr. Match:

Again, we are going to start specifically on Monday. Barbara, do you want to take just a few minutes to go through the strategic piece?

Ms. Barbara Walsh:

Thank you, Mark. Our understanding of the project is that the institution is interested in looking at the context in which strategy is implemented and the decision-making processes that are used for implementing strategic initiatives compared to other similar peer institutions or aspirational peers. Five examples of recent strategic initiatives were selected: the Medical Center Partners, the creation of that organization; Campus Partners; the construction of the Biomedical Research Tower; the creation of the School of Public Health; and the merger of the Colleges of Education and Human Ecology. The reason we selected these projects was to get a broad spectrum of different types of things -- the creation of an affiliate, a real estate venture, a construction project, the creation of a new academic entity, and a change, because change is a different process from the creation of a new thing. Those were the example projects that we have selected. Our intent is to develop an understanding of the processes that were used at the institution to make decisions around those projects, to speak with all of the critical people around the institution who are involved in making those decisions, confirm that we have a good understanding of how the process progressed, and then to compare that with similar projects at benchmark institutions.

Mr. Match:

Then on the operational side, Mr. Barone.

Mr. Michael Barone:

The scope of this portion of our engagement will be to evaluate the organization, development, and dissemination of financial policies and procedures across the University. The context for this is the culture of the institution being a decentralized managed institution, as most are. In the

May 4, 2007 meeting, Board of Trustees

context of that, "Is the extent to which policies and procedures find their way out to the units where they are actually executed and the degree to which monitoring over policies and procedure exists to help ensure that they are followed?" This is not deep drilled out in terms of comprehensive testing of compliance of those policies, but we are fundamentally looking at the organization, dissemination, understanding, execution, and appearance at the department-level. The department-level means schools and departments, including a selected affiliate such as the Medical Center and the Research Foundation to the extent that these are University-wide policies that extend to those units.

As Mark mentioned, there will be a benchmarking element to this of comparing to peer institutions. As mentioned, our portion of this component will begin on Monday. A certain initial set of policies that have been selected are: procurement, travel and expenses, restricted funds and gifts, accounting -- to the extent that it extends out to journal voucher processing, not necessarily an accounting activity, but it would be centrally processed -- and an element of the student billing process. The *Code of Student Conduct* comes into play here, because it sets a standard by which one would expect policies and procedures to adhere to. This set will be further refined in the initial days next week when we get more familiar with the details of your inventory of policies and procedures, but that is the initial selection.

Mr. Wexner:

When I think about it from a business context, you could have independent business units that are part of a corporation, but very diversified. When you get to accounting, you could require standard charts of accounts for all of the business units even though they were independent. Does that apply in an academic institution?

Mr. Barone:

Absolutely, it does. It depends on how the accounting structure has evolved over time, so it can be the case of an affiliated entity. For example, it may have its own chart of accounts and it may have a different underlying financial system in the University. I am not familiar enough yet to know the details of that, but that is something we are going to inquire about.

Mr. Wexner:

Then out of that, I presume, comes the recommendation that you should have standardized charts of accounts or not have standardized charts of accounts?

Mr. Barone:

Yes, I think it would depend on the circumstance.

Mr. Match:

That is obviously one of the things we will look at. What is your policy when you enter into a new arrangement, you create a new affiliate, do you go through and set up that requirement or is that not an existing policy? Those will be the types of things we look at as actually a part of both projects.

May 4, 2007 meeting, Board of Trustees

Mr. Wexner:

In parallel to that, the deans are independent but they all report through to the Provost. The chief financial officers of the various colleges are independent, do they report to the deans or do they report to the chief financial officer of the University?

Mr. Match:

That is good question. Bill, we will have to answer that question.

Mr. Wexner:

Or should they?

Mr. Match:

That is a popular question.

Mr. Shkurti:

They report to the deans.

Mr. Match:

They currently report to the deans and that is one of things we will look at when we do our review. We will then compare that to both. We will look at outside institutions that are both academic and business, and then draw the parallels that you are trying to draw, which is if that is a good situation.

Mr. Wexner:

I can draw the parallel to the business, but I don't know if it is applicable in academic institutions.

Mr. Match:

It is one of the things that we want to go over with both Mr. Brass and Mr. Schottenstein, "Who do you want to be benchmarked against?" Obviously, if you simply limit that to academic institutions you may come up with one answer and if you include businesses or other institutions for comparison purposes it may lead you to a different decision. That is why we have a specific checkpoint with them to make certain before we begin our benchmarking that we are trying to achieve your objectives.

Mr. Wexner:

Years ago the University didn't benchmark. Then the question was, "Who do we benchmark against?" So the first benchmarking was against the Big Ten, and that is not irrelevant, then you can benchmark against institutions like yourselves, and then you can benchmark against admired institutions. You will get three very different answers and they are all relevant in their own way.

Mr. Barone:

What could be relevant in this case is that if we went back ten years ago, in my observation a rare institution, if any, had that kind of dual reporting structure you asked about. Today, there are some that do, maybe more

May 4, 2007 meeting, Board of Trustees

than a handful. They have evolved toward that. It is not common, but there are more today. There are influences that bear upon that which we could talk about, but there are some and they exist in very large research intensive institutions that have academic medical centers. Some of them may not be public. So it is where that may exist that may be useful to incorporate a perspective for you within the industries.

Mr. Wexner:

My guess is that size, speed, and IT allows you to think differently. If Ohio State was smaller, it could think one way and if we didn't have IT or shared services that we could use, we would think differently. Then just the financial scope scaled the speed of the world makes my molecules move different.

Mr. Match:

Which is why, again, it is extremely important that we pick benchmark or peer institutions that you as a collective group are very comfortable with, because who we pick is going to drive the results.

Mr. Wexner:

In my own point of view if you ask me who we should be like, I don't know. I would be influenced by, "Here is the best practice in your opinion and here is someone who is really winning." The peer group might all be doing better, but somebody might be leaping ahead who is outside of any of those brackets.

Mr. Match:

We will probably use that logic different ways for each of the projects, but because of the specific projects we selected for strategic review we clearly will want to go to an institution that has had a similar project to pick from. We are going to use our knowledge to attempt to steer why we would select that particular institution.

Mr. Brass:

If you look at Attachment B, that attachment has been worked, reworked, and then worked again. In the strategic sector there are four main thrusts and in the fiscal operation there are five main thrusts. At the bottom are who do we benchmark against once we make sure the thrusts are adequately identified and what group. I agree, we may end up with benchmarks in those two sectors that may be different, but the most important thing for the Board to understand is that Bobby and I tried to work through how we get our arms around such a complex issue. What we are trying to figure out is how we strategically move something through this organization in a decentralized -- some elements require centralized -- process, especially when you deal with audits. Fiscal audits are easier than compliance audits and compliance audits are what get institutions like this in trouble.

The second part is the operating compliance. How do we make sure we have the right policies in place, how is a policy established, how is a policy monitored, and how do we make sure there is adherence to that policy in an organization as big as this one? I think we have approached it very well. Pricewaterhouse has done a wonderful job working with us to try to get our arms around this at least as it relates to the methodology.

May 4, 2007 meeting, Board of Trustees

Bobby and I said, "How do we start this thing in such a big way?" We are comfortable moving up, but we want to make sure the Board understands before we push the go button what it is that we are doing. What are the four big items under strategy that we are going to be looking at and what are the five big items under fiscal that we are going to be looking at, and then how are we going to approach the benchmarking for this University? This may change some of the way we operate the company and that is what the intent is.

Mr. Schottenstein:

Just to add on to that, while the Audit Committee is managing this, this process is owned by the Board. I think it would be very important for all of us to take a careful read of Attachments B, C, and D. If you have any questions, comments or input, provide them to us so that we can make sure they are funneled back to Mark and his team. I think they have done an excellent job of verbalizing something that we actually had a little bit of difficulty in describing when we asked them to do this. They have actually come back to us with a fairly clear set of items that they are going to assess, but I would recommend everyone taking the time to look at this.

Just to follow-up on what Alan said, I think that as we move through this process we are probably going to want to make certain that the scope of it either includes, or that it is widened to include what we refer to as compliance. In other words, it is one thing to understand the auditing practices and procedures of the University, but are we in compliance? It transcends almost every part of the University. How is compliance reported up and how do we assess the strength of the manner in which we constantly review and monitor whether we are in compliance of a certain particular license or standard or government regulation?

Mr. Brass:

The timing of this is very important as we have a leadership change. We want to make sure our new Provost and President have the proper mechanisms, that these programs can be supported at their office, and communication is there, and that we are establishing new affiliates, new programs, new policies, and new strategies in a way that the Board is comfortable. This is going to be an interesting undertaking and it is on a short time-frame. We are going to try to bring back a 90-day report and then the final report. It should be very interesting. We welcome your input. As Bobby mentioned, please read over those three attachments and if you have any other thoughts please let us know.

Mrs. Davidson:

Mark, we try to benchmark ourselves all of the time with everything that we are doing here at the University and sometimes we find that the information we need for good benchmarking is not available, it is not relevant, and it is not timely. I am a little bit curious how you go about being sure that the benchmark institutions or entities you've identified will give us the appropriate information in which to benchmark against?

Mr. Match:

That is a great question. In our proposal -- and I don't think the details about which institutions we have selected are in your materials and we can get that to you -- we have actually identified contacts already at each of the potential benchmark institutions that we will work through. Part of the

May 4, 2007 meeting, Board of Trustees

advantage we have is higher education is one of our major industries as a firm, so we already have contacts at most of these organizations. We may be their external auditor or we may be doing a similar type project with these people, so for all of the institutions that we were asked to include we have already identified a key contact to go through to get to that information. As you point out, sometimes getting to the right person to get to the information is the key. We think we have already covered that for the institutions we have selected. As Mr. Wexner pointed out, we may offer a few others, because we know personally we have done work there. Perhaps they were not included in the initial list, but because we have a contact, we know we can get the information, and we think it may be relevant to what we are attempting to present back to you, we will go to that institution as well.

Mr. Wexner:

Jo Ann, my experience, in business and on other boards, is you really get the best benchmarking when you go to outsiders. If someone asked me to benchmark my height against other people, I would pick short people. So when you are asking someone to evaluate themselves against outside institutions or organizations, everyone sees themselves unique so it is very hard to find the benchmark and then it is almost always very hard to get the information. My experience is that when you go to third parties and say this is what we are trying to benchmark, they will argue the internal subject and you get much better clarity and much better information.

Judge Duncan:

Thank you very much.

(See Appendix LVII for background information, page 1199.)

--0--

President Holbrook:

Bob, before we ask for your closing remarks, on behalf of all of us, I have the privilege of presenting to you a small token and memento to you for your service on the Board and as chairman. This is something that will help you at home as you call order to your household.

Judge Duncan:

Thank you. I am in my final minutes as chair of this Board and I am not in a good emotional state to address my true feelings about leaving this Board. I hope you will bear with me for just a few minutes.

I am so grateful to Senator George Voinovich who, while Governor of this great state, took a chance and appointed me to The Ohio State University Board of Trustees -- one of the most significant honors I have ever had in all of my life. I came to the University as a freshman in 1945, so I have been a part of the University community for almost 62 years. The last 15 of those years I have had some sort of official capacity with the University. In that period of time, I have come to know and enjoy the friendship of some incredible people: members of this administration, staff, and faculty members, many of whom are with us today. I can't tell you how much you have enriched my life and increased my perspective in the range of thinking.

Serving on this Board is such a unique perspective. As Doug Borrer mentioned, this morning we listened to a graduate student engaged in

May 4, 2007 meeting, Board of Trustees

research and for the first time in my life I heard about a physical theoretic phenomenon called, "dark mass." I also heard a doctoral candidate talk about some incredibly interesting aspects of Italian art history. It is that sort of information that is such an enriching side to being a member of this Board.

As time goes by, I am going to hunt people down and thank them personally for what each one has meant to me and many are in the room today. With the exception of Bill Shkurti, who is somehow a blindly consumer Cleveland Indian fan, who is constantly giving me grief about exercising my constitutional rights to be a New York Yankee fan, I may make good. I may get over that.

The often repeated public relations tag line of this University is "Do Something Great." As I think about the University today, this is a great university which has become substantially greater under the leadership of Dr. Karen Holbrook. In a word, she has "done something great." I certainly appreciate Karen, and her leadership and friendship.

I spoke to the Board last night and I don't want to repeat myself. I share with you your great love for this institution and, hopefully, I will continue to find ways to help out. After today if you see me wandering around the campus, it is not dementia, I just love this place.

Finally, my thanks to my dear friend and distinguished faculty member, Dr. David Frantz, who has helped me in so many ways and has been a great addition to my life. What do I say about Maureen and Lucy, who have been the very best and dear friends for the last 15 years? I will still probably be calling you on a daily basis. And certainly thanks to the other members of the Board Office; we couldn't have a finer support staff than these folks. It has been a pleasure.

Now I am certainly delighted and pleased to pass the gavel to my dear friend and fellow trustee Gilbert Cloyd. I wish you every success in the world, my friend. This is a great Board and you don't need me to tell you this is the greatest university in the whole world. Good luck!

Dr. Cloyd:

Judge Duncan, from all of your colleagues here on the Board, I want to express our deepest thanks. Thanks for all of the leadership and the service you have brought. You are one of those rare individuals that always makes service a verb. There are not many people who do that, but you do.

We have benefited from your wisdom, tireless dedication, and passion for this University to take it to even greater levels. We thank you for that. While we are going to miss you on a regular basis within the Board meetings, I know myself and others were very pleased last night to understand you do still want to stay around this University. You can expect us to continue grabbing you for counsel. We are also very happy that the University is going to continue to benefit from the outstanding service you have provided over the years. Thank you very much.

Judge Duncan:

Thank you, Gil. I really appreciate that.

My last official act is to announce and remind everyone that the next meeting of the Board will take place on Friday, June 1, 2007.

May 4, 2007 meeting, Board of Trustees

I hereby move that the Board recess into Executive Session for the purpose of considering personnel matters regarding employment and compensation, and to discuss matters required to be kept confidential by State Statute. May I have a second?

Upon motion of Judge Duncan, seconded by Dr. Cloyd, the Board adopted the foregoing motion by unanimous roll call vote, cast by Trustees Duncan, McFerson, Cloyd, Davidson, Ong, Borrer, Wexner, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, and Shackelford.

--0--

Thereupon the Board adjourned to meet Friday, June 1, 2007, at The Ohio State University, Longaberger Alumni House, Columbus, Ohio.

--0--

Attest:

Robert M. Duncan
Chairman

David O. Frantz
Secretary



Presentation to Board of Trustees, May 4, 2007



Making Choices, Making Changes

May 4, 2007

Making Choices, Making Changes

- Choices – How do we identify the top-quality graduate programs?
- Changes – How do we re-allocate resources?

Introduction

- Graduate study at Ohio State:
 - 10,000 graduate students; 3,000 professional students
 - 92 doctoral programs, 115 Masters' programs
 - The programs span the arts & sciences, health sciences, and professional disciplines

Highlights of Senate Fiscal Subcommittee Report (K. Srinivasan, Chair)

- Involve the colleges as the main academic units
- A tripartite effort: OAA, Graduate School, Colleges
- Use a series of dialogues to identify the strongest programs and best candidates for enhanced funding, along with candidates for disinvestment

How Are We Going to do This?

- Essential to have a well-defined, well-known process
- Key principles
 - Fair
 - Recognizes the differences among our 92 doctoral programs
 - Rigorous
 - Effective in selecting our highest quality programs
 - Defensible

How Do We Identify the Strongest Programs?

- Quality indicators
 - GRE scores
 - Placement of graduates
 - Overall program quality and centrality
 - Time to candidacy and time to degree completion
 - Ratio of number of students enrolled to number completing Ph.D.
 - Diversity

How Do We Select Programs for Enhancement?

- Criteria for re-allocation
 - Emerging opportunities where Ohio State can excel
 - Ways that a program can gain a distinctive edge relative to competing institutions
 - Improve diversity
 - New approaches to attracting high-quality students
 - Commitment of department and college

An Adaptive Feedback Process

- Steps in Assessment Process
 - Structured series of meetings with Graduate School and each college, resulting in identification of programs for enhancement and for disinvestment
 - Compilation of results by Graduate School
 - Graduate School makes recommendations to Provost
 - Dialogues with Provost, Graduate Dean, College Deans
 - Final decision by Provost

Initial Assessment Process for Each College

1. Graduate School Dean meets with College Dean
 - Presents and shares information compiled by Graduate School
 - Describes proposed process for assessing graduate programs in the college
 - Engages in dialogue with Dean about college programs, and the two agree on next steps for college assessment

Initial Assessment Process for Each College

2. As appropriate, Graduate Dean and College Dean meet with Department and Graduate Program Chairs
 - Discuss initial data
 - Describe proposed process for the college
 - Address any questions that arise

Initial Assessment Process for Each College

3. College Dean carries out internal process, selects candidate programs for enhancement and for disinvestment
4. Graduate Dean and College Dean meet to discuss recommendations of College Dean

Compile All Dialogues and Develop Recommendation to Provost

1. Graduate School compiles and assesses the results of the 17 dialogues
2. Graduate School presents preliminary findings to and initiates discussions with Provost
3. Graduate School makes its recommendations to Provost
4. Provost, Graduate Dean, College Deans meet as needed to discuss recommendations

Decision by Provost

- Provost makes final decisions about programs for enhancement and for disinvestment
- Provost announces the results

Timeline

- Aim to complete individual college dialogues by end of December, 2007
- Compilation, iterations during Winter Quarter, 2008
- Announce outcome by end of Winter Quarter, 2008

Summary

- Graduate programs
 - define a university
 - are essential to Ohio State's role as a flagship university
 - establish Ohio State's national and international reputation

Graduate Education is Central to Ohio State

- Graduate education
 - Produces the next generation of independent researchers and scholars
 - Supports undergraduate education
 - Advances research programs at Ohio State



Canfield Hall - Bathroom Renovations

315-07-2181

Requesting Agency(s): STUDENT AFFAIRS, OFFICE OF

Location(s): Canfield Hall, James H.

36,012 ASF/61,020 GSF Age: 1940

Description:

This project will renovate the restrooms in Canfield Hall, creating private bathrooms for residents. This project will also upgrade the original electrical distribution gear and branch panels to support the renovation.

Project Information:

The project will reconfigure the existing bathrooms into six private bathrooms per floor. The project will determine the location and quantity of necessary ADA accommodations.

How does this project advance the Academic Plan? This project advances the Academic Plan by improving the quality of student facilities.

Outstanding Funding Issues: This project is funded with future University bond proceeds; Student Affairs has identified an interim funding source until bond proceeds become available.

Timing Issues: This project must completed during a summer quarter and completed and ready for student occupancy in the fall.

"Ripple effects" of the project: None

Special limitations/risks: None

Deferred Maintenance: This project will address approximately \$750,000 of deferred maintenance.

Deferred Renewal: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Univ. Bond Proceeds	\$1,430,767.00					
Total:	\$1,430,767.00					
Schedule:	BoT Approved Amt.		Projected	Revised	Actual	
PLANNING						
Arch/Engr Approved by BoT	\$1,430,767.00		05/04/2007			
DESIGN						
Schematic Design Approval			09/01/2007			
Design Dev Document Approval			10/01/2007			
Construction Document Approval			11/01/2007			
CONSTRUCTION						
Construction Start			06/10/2008			
Completion			08/15/2008			

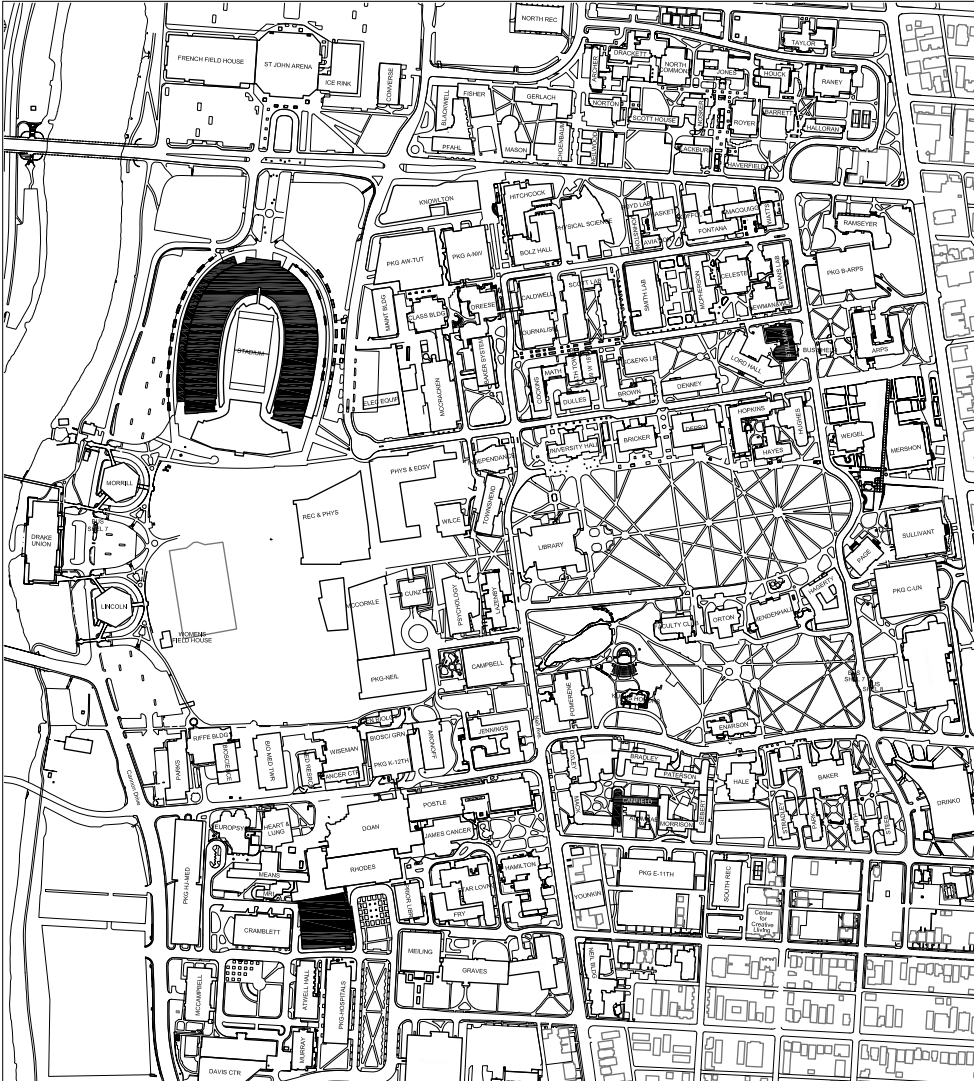
Project Team:

Project Manager: Pat Purtee (purtee.12@osu.edu)

Project Coordinator: Leeanne Chandler (chandler.63@osu.edu)

Core and Medical Campus Projects

- Canfield Hall - Bathroom Renovations
- Ohio Stadium - Press Box Renovation
- Ross Heart Hospital - First Floor Outpatient Surgery
- Stillman Hall Third Floor Renovation



Office of Business and Finance / Board of Trustees Meeting

May 4, 2007





Ohio Stadium - Press Box Renovation

315-07-2120

Requesting Agency(s): ATHLETICS

Location(s): Ohio Stadium

202,778 ASF/812,422 GSF Age: 1922

Description:

This project will demo five small suites and create two large suites at the north end of the existing press box to provide additional seating.

Project Information:

How does this project advance the Academic Plan? This project advances the Academic Plan by enhancing the stadium facilities to better serve faculty, staff and alumni.

Outstanding Funding Issues: None

Timing Issues: This project must be complete prior to August 15, 2008 in order to utilize the new facility for the 2008 football season.

"Ripple effects" of the project: None

Special limitations/risks: None

Deferred Maintenance: None

Deferred Renewal: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Auxiliaries-Athletics	\$970,750.00					
Total:	\$970,750.00					
Schedule:		BoT Approved Amt.	Projected	Revised	Actual	
PLANNING						
Arch/Engr Approved by BoT		\$970,750.00	05/04/2007			
BIDDING						
Bidding Approved BoT		\$970,750.00	05/04/2007			
CONSTRUCTION						
Construction Start			04/15/2008			
Completion			08/20/2008			

Project Team:

Project Manager: Richard Van Deusen (van-deusen.2@osu.edu)

Project Coordinator: Melissa Griffin (griffin.333@osu.edu)



Ross Heart Hospital - First Floor Outpatient Surgery

315-07-2063

Requesting Agency(s): UNIVERSITY HOSPITALS

Location(s): Ross Heart Hospital, Richard M

106,654 ASF/0 GSF Age:

Description:

This project will renovate space to provide a pre-operative and post-operative suite to accommodate outpatient surgeries.

Project Information:

How does this project advance the Academic Plan? Enables the Medical Center Facilities Plan, which will support continued clinical, teaching and research missions at The Ohio State University.

Outstanding Funding Issues: None

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Deferred Maintenance: This project will address approximately \$180,000 of deferred maintenance.

Deferred Renewal: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Auxiliaries-OSUMC Health Systems	\$280,740.00					
Total:	\$280,740.00					

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$280,740.00	05/04/2007		
BIDDING				
Bidding Approved BoT	\$280,740.00	05/04/2007		
CONSTRUCTION				
Construction Start		09/01/2007		
Completion		12/01/2007		

Project Team:

Project Manager: Abu Saleh (saleh.16@osu.edu)

Project Coordinator: Curt Handschug (handschug.1@osu.edu)



Stillman Hall Third Floor Renovation

315-2006-922

Requesting Agency(s): SOCIAL WORK

Location(s): Stillman Hall, Charles C.

33,063 ASF/67,287 GSF Age: 1937

Description:

This project will renovate 3,700 sq ft of faculty and staff offices on the third floor of Stillman Hall for the College of Social Work. The faculty offices in this area support student appointments, recruiting and development opportunities.

Project Information:

The renovation will include abatement of hazardous materials; installation of new walls, acoustical ceiling, lighting, window treatments and flooring; painting; update of electrical and data/communication systems; and reconfiguration of a reception area.

How does this project advance the Academic Plan? This project will help to better serve and support the student body and to improve the work environment.

Outstanding Funding Issues: None

Timing Issues: This project will be completed over the summer months in order to minimize impact to the students and their families.

"Ripple effects" of the project: None

Special limitations/risks: None

Deferred Maintenance: This project will address approximately \$200,000 in deferred maintenance.

Deferred Renewal: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
General Funds-Social Work	\$165,000.00	\$237,228.00				
General Funds-Academic Affairs	\$165,000.00					
Total:	\$330,000.00	\$402,228.00				

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$330,000.00	07/07/2006		07/07/2006
Arch/Engr Advertisement (Columbus Dispatch)		07/28/2006		07/28/2006
DESIGN				
Arch/Engr Contract		10/30/2006	01/15/2007	03/09/2007
Schematic Design Approval		04/27/2007		
Design Dev Document Approval		04/27/2007		
Construction Document Approval		04/27/2007		
BIDDING				
Bidding Approved BoT	\$402,228.00	05/04/2007		05/04/2007
CONSTRUCTION				
Construction Start		06/11/2007		
Completion		10/01/2007		

Project Team:

Project Manager: Faye Bodyke (bodyke.3@osu.edu)

Project Coordinator: Andrea Cuthbert (cuthbert.11@osu.edu)

MILLER / WATSON ARCHITECTS - Design



Aeronautical and Astronautical Research Lab Roof Replacement

315-2005-929

Requesting Agency(s): FACILITIES OPERATIONS AND DEVELOPMENT

Location(s): Aero & Astronautical Research Lab

37,799 ASF/44,221 GSF Age: 1966

Description:

This project will replace existing roofing system and install fall protection.

Project Information:

The conceptual budget has been adjusted to extend the flashing height of lower roof to meet manufacturer warranty requirements. This will require the replacement of the siding adjacent to the lower roof which was not part of the original project scope.

How does this project advance the Academic Plan? This project will advance the Academic Plan by enhancing the quality of the teaching and learning environment for faculty, staff and students.

Outstanding Funding Issues: None

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Deferred Maintenance: This project will address \$556,536 of deferred maintenance.

Deferred Renewal: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
HB16 Columbus Basic Renovation	\$710,000.00	\$780,367.00				
Total:	\$710,000.00	\$780,367.00				

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$710,000.00	06/07/2005	07/08/2005	07/08/2005
DESIGN				
Arch/Engr Contract		05/31/2006		05/31/2006
Schematic Design Approval		12/08/2005	03/23/2007	02/22/2007
Design Dev Document Approval		02/06/2006	03/23/2007	02/22/2007
Construction Document Approval		04/22/2006	06/15/2007	
BIDDING				
Bidding Approved BoT	\$780,367.00	05/04/2007		
Bid Opening		07/14/2006	09/15/2007	
CONSTRUCTION				
Construction Start		10/26/2006	01/31/2008	
Completion		03/15/2007	05/30/2008	

Project Team:

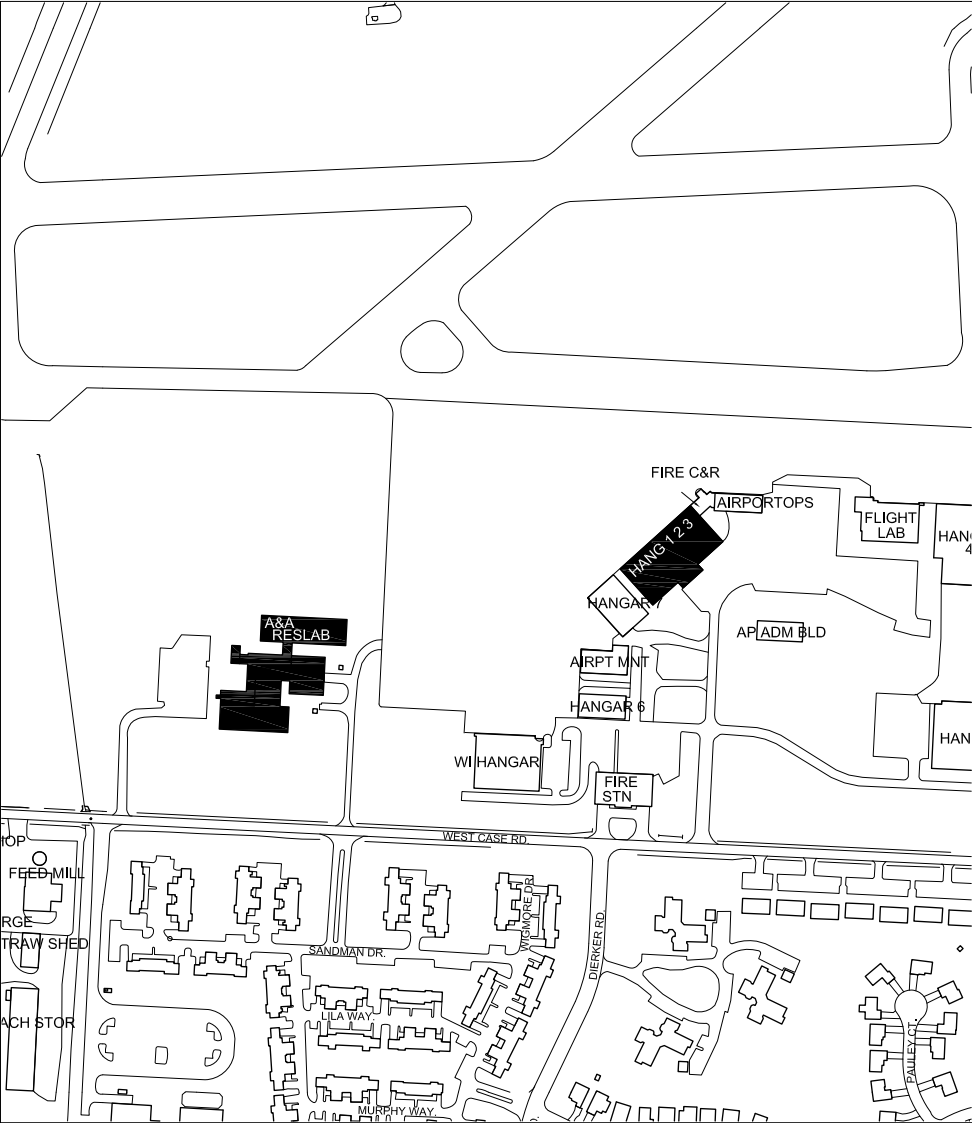
Project Manager: Harold Cheyney (cheyney.1@osu.edu)

Project Coordinator: Karen Cogley (cogley.1@osu.edu)

SHREMSHOCK ARCHITECTS - Design

OSU Airport Projects

- Aeronautical and Astronautical Research Lab Roof Replacement
- Airport Hangars 1,2 and 3 Roof Replacement





Airport Hangars 1, 2 and 3 Roof Replacement

315-2005-940

Requesting Agency(s): FACILITIES OPERATIONS AND DEVELOPMENT

Location(s): Hangar 1, 2, & 3

26,929 ASF/29,461 GSF Age: 1943

Description:

This project will replace the existing roof and lightning protection and install fall protection.

Project Information:

The conceptual budget has been adjusted due to escalation in material cost - oriented strand board (OSB) increased 44% since the original estimate was prepared.

How does this project advance the Academic Plan? This project will advance the Academic Plan by enhancing the quality of the teaching and learning environment for faculty, staff and students.

Outstanding Funding Issues: None

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Deferred Maintenance: This project will address \$353,532 of deferred maintenance.

Deferred Renewal: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
HB16 Columbus Basic Renovation	\$510,000.00	\$592,000.00				
Total:	\$510,000.00	\$592,000.00				

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$510,000.00	07/08/2005		07/08/2005
DESIGN				
Schematic Design Approval		04/10/2006	06/01/2006	10/30/2006
Design Dev Document Approval		06/09/2006	01/31/2007	10/30/2006
Construction Document Approval		08/23/2006	04/16/2007	
BIDDING				
Bidding Approved BoT	\$592,000.00	05/04/2007		
Bid Opening		12/15/2006	08/08/2007	
CONSTRUCTION				
Construction Start		03/29/2007	11/21/2007	
Completion		07/12/2007	03/05/2008	

Project Team:

Project Manager: Harold Cheyney (cheyney.1@osu.edu)

Project Coordinator: Karen Cogley (cogley.1@osu.edu)

ES ARCHITECTURE AND DEVELOPMENT - Design



University Hospitals East - Endoscopy and Digestive Health Renovation

315-2005-1001

Requesting Agency(s): UNIVERSITY HOSPITALS EAST

Location(s): University Hospitals East

252,650 ASF/465,711 GSF Age: 1966

Description:

This project will renovate approximately 10,000 square feet on the north side of University Hospitals East Emergency Room. The renovation of this area will create three endoscopy suites, one procedure room, a scope processing area, a pre-procedure and post-procedure area, and support areas.

Project Information:

How does this project advance the Academic Plan? This project advances the Academic Plan by providing additional training opportunities for Residents and also by enhancing the patient care offered to faculty, staff and the surrounding community.

Outstanding Funding Issues: None

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Deferred Maintenance: This project addresses approximately \$230,000 of deferred maintenance.

Deferred Renewal: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Auxiliaries-OSUMC Health Systems	\$1,364,000.00	\$1,493,596.00				
Total:	\$1,364,000.00	\$1,493,596.00				

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$1,364,000.00	12/02/2005		12/02/2005
DESIGN				
Schematic Design Approval		01/31/2006	05/25/2006	05/25/2006
Design Dev Document Approval		03/15/2006	07/10/2006	08/10/2006
Construction Document Approval		04/14/2006	10/12/2006	12/05/2006
BIDDING				
Bidding Approved BoT	\$1,493,596.00	05/04/2007		
CONSTRUCTION				
Construction Start		12/01/2006	10/01/2007	
Completion		04/30/2007	01/31/2008	

Project Team:

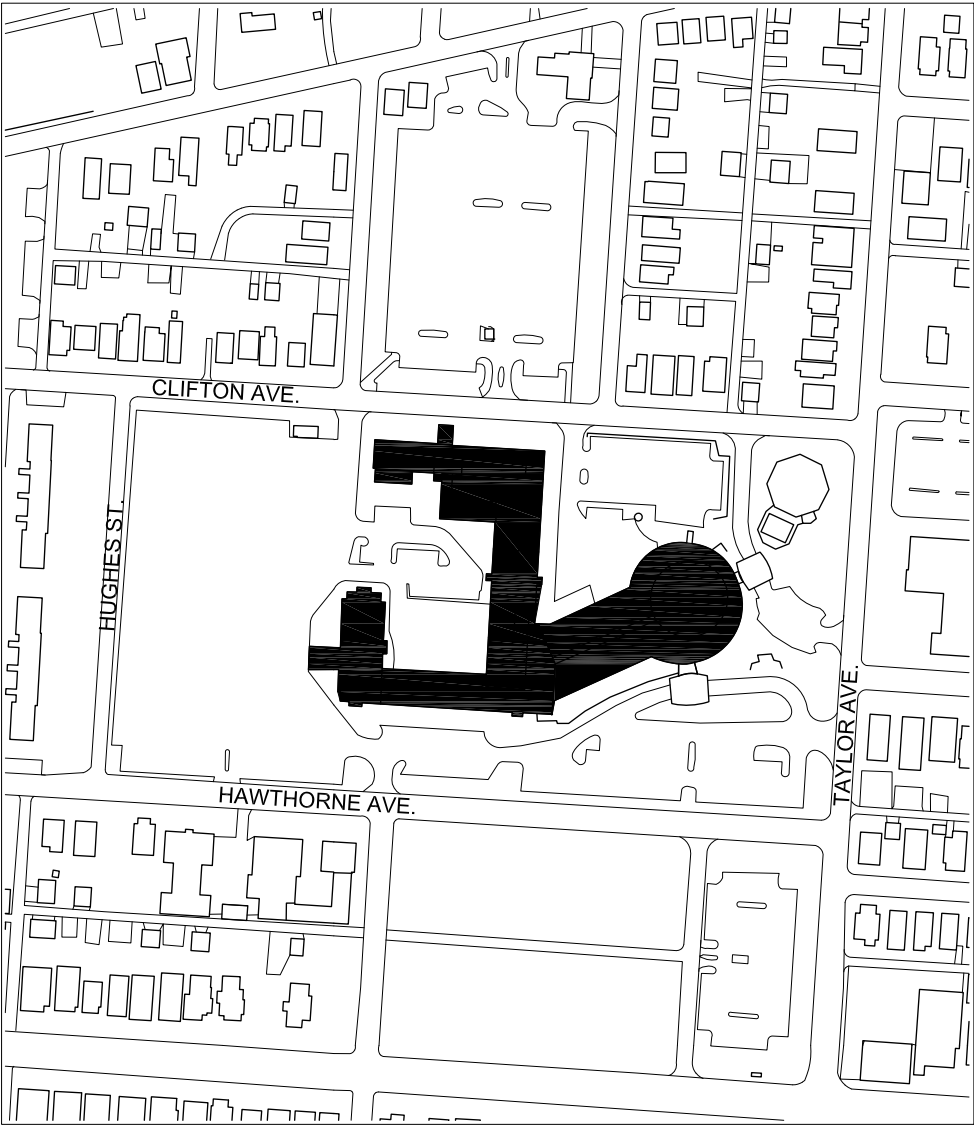
Project Manager: Lance Timmons (timmons.19@osu.edu)

Project Coordinator: Curt Handschug (handschug.1@osu.edu)

CBLLH DESIGN INC - Design

University Hospital East Projects

- Endoscopy and Digestive Health Renovation





Put-In-Bay Water and Sewer Line Extension

5062-PF6799

Requesting Agency(s): BUSINESS & FINANCE, OFFICE OF

Location(s): Peach Point, South Bass Island

1,556 ASF/2,013 GSF Age: 1926

Description:

This project provides centralized water and sewer service to all facilities owned by OSU on the Peach Point of South Bass Island and on Gibraltar Island. It will connect these facilities to the Village of Put-in-Bay's water and sewer systems. The work will install approximately 3,000 feet each of water and sewer pipeline from the Village of Put-in-Bay's limit to Peach Point and approximately 1,000 feet each of water and sewer pipeline, in the bed of Lake Erie, from Peach Point to Gibraltar Island.

Project Information:

As a health and safety requirement, the EPA has mandated that all water lines on the islands must connect to the Village water system.

The project was originally budgeted with completion planned for 2004. The project has experienced delays in coordinating and securing the approvals of the various agencies - including the Village, County, ODOT, and Army Corp of Engineers. Major delays include acquiring a "Right of Way" permit from ODOT and Village changes to the scope and plan. As a result, the cost of materials and labor has escalated and the project budget has increased by \$1M.

How does this project advance the Academic Plan? This project advances the Academic Plan by meeting the University mission of teaching and learning.

Outstanding Funding Issues: The project is seeking partial reimbursement of the \$1M escalation from ODNR.

Timing Issues: Special permits may be required to protect the wildlife.

"Ripple effects" of the project: None

Special limitations/risks: The Village of Put-In-Bay and Ottawa County must approve all plans prior to start of construction.

Deferred Maintenance: None

Deferred Renewal: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Univ. Bond Proceeds	\$2,500,000.00	\$3,500,000.00				
Total:	\$2,500,000.00	\$3,500,000.00				

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	\$2,500,000.00	05/02/2003		05/02/2003
DESIGN				
Schematic Design Approval		08/01/2003	02/28/2006	03/02/2006
Design Dev Document Approval		10/01/2003	02/28/2006	03/02/2006
Construction Document Approval		12/01/2003	04/03/2006	04/03/2006
BIDDING				
Bidding Approved BoT	\$2,500,000.00	01/09/2004	11/03/2006	11/03/2006
Bidding Approved BoT (Project Increase)	\$3,500,000.00	05/04/2007		
Bid Opening		02/04/2004	05/31/2007	
CONSTRUCTION				
Award of Contracts		04/15/2004	07/31/2007	
Construction Start		04/15/2004	08/13/2007	
Completion		10/31/2004	12/15/2007	

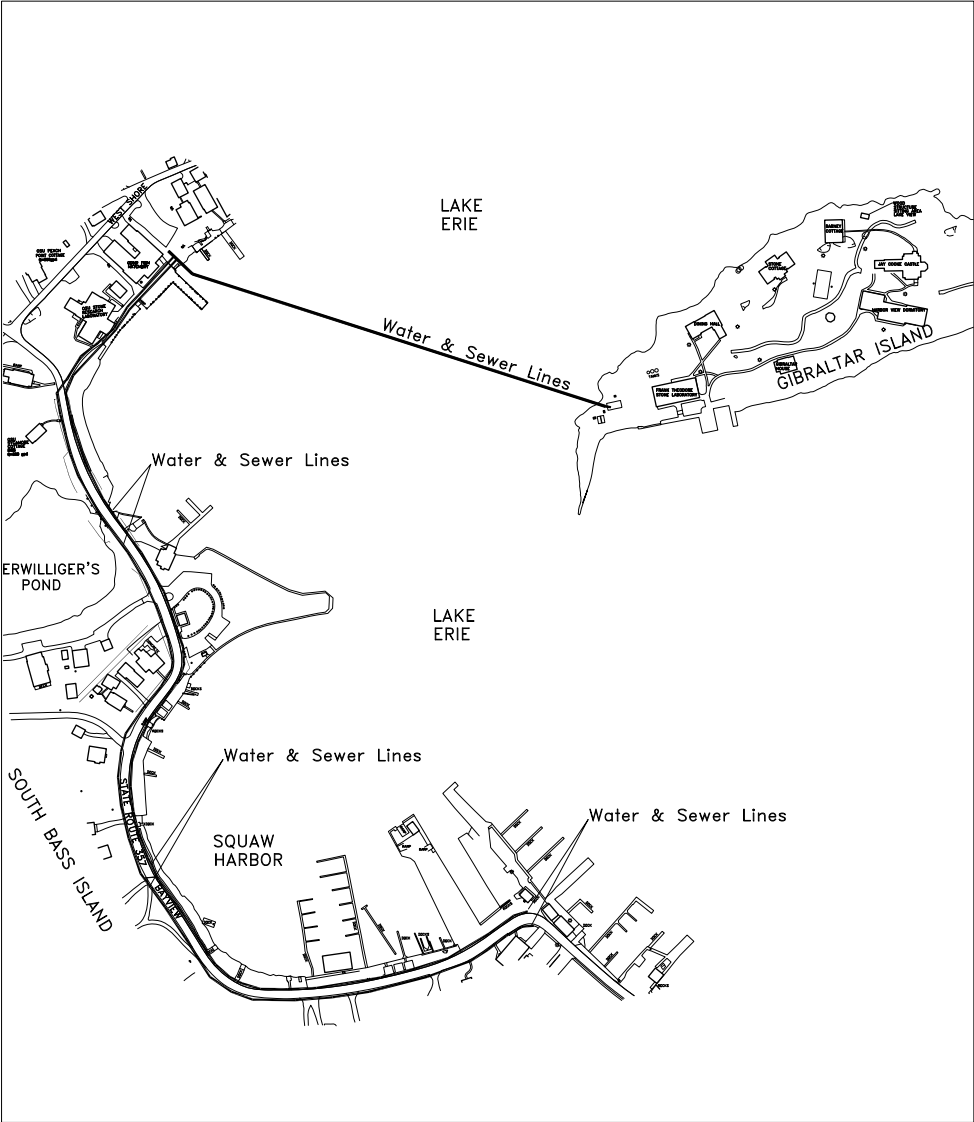
Project Team:

Project Manager: Bo Zhang (zhang.403@osu.edu)
LOS ALAMOS TECHNICAL ASSOCIATES INC - Design
SHARP AND ASSOCIATES, INC - Design

Project Coordinator: Karen Cogley (cogley.1@osu.edu)

Lake Erie Projects

- Put-In-Bay Water and Sewer Line Extension



**The Ohio State University
Board of Trustees
May 4, 2007**

TOPIC:

Audit Committee Consulting Engagement

BACKGROUND:

At the direction of the Audit Committee of the Board of Trustees, the University has hired PricewaterhouseCoopers ("PwC") to assess the University's decision-making, compliance, control and reporting structures as they relate to the financial operations of the University reported to the Board of Trustees.

SUMMARY:

The scope of the contract is as follows:

- Strategic Context and Decision-Making
- Operating Compliance and Operational Controls
- Reporting

The timetable is for a preliminary report in 90 days and a complete report in 180 days.

Attached are the following:

- Description of the selection process (Attachment A)
- Description of the project scope (Attachment B)
- Description of the principals (Attachment C)
- Summary of the approach (Attachment D)

CONSIDERATIONS:

- When does the clock start?
- Who will be interviewed and when?
- Are affiliated entities included?
- How will this be coordinated with other consultants and audits?
- How will the Board be kept informed?
- How will the results be shared with the rest of the University?
- What happens next?

REQUESTED OF THE BOARD OF TRUSTEES:

For information and discussion.

**Summary Sheet
Audit Committee Process Review Consultants
Consultant Selection Process**

Bid Process:

- RFP Issued – November 28, 2006
- Pre-bid conference call – December 13, 2006
- Bids Due – January 16, 2007

Internal Review Committee:

- Leslie Flesch, Assistant Vice President, Business and Finance
- Jim Woods, Senior Fiscal Officer, College of Optometry
- Marie Meade, Senior Fiscal Officer, College of Engineering
- Kevin Patton, Director of Internal Audit
- Greta Russell, University Controller

Number of Bids Received: Seven

Successful Bidder: PricewaterhouseCoopers
Principal: Mark Match
Columbus, Ohio

Cost: \$680,953 - \$795,953 including expenses
Funded through central funds as part of FY08 Budget Process

Timeline: Interim Report 90 days
Final Report 180 days

Summary Sheet
Audit Committee Process Review Consultants
Project Scope

The Audit Committee of the Board of Trustees for The Ohio State University and the Senior Vice President for Business and Finance of The Ohio State University desire to engage a consultant to assess University-wide decision-making, compliance, control and reporting structures as they relate to the financial and other operations of the University.

A. Strategic Context and Decision-Making

1. Assess the process by which key issues are identified and decided at the senior levels of the University.
2. Assess how accountability is operationalized and defined within the University.
3. Assess the impact of a decentralized organizational structure on the decision-making process.
4. Assess the process of how affiliates are established, monitored and managed within the University.

B. Operating Compliance and Operational Controls

1. Assess the adequacy of fiscal and other controls from both a centralized and decentralized perspective, taking into account the strategic context described above.
2. Assess the adequacy of current policies and procedures including consistency, accessibility, and overall documentation of processes.
3. Assess the process by which controls are managed and monitored from both a centralized and decentralized perspective.
4. Assess the process by which policies are created, communicated, managed, and monitored to ensure consistent language and interpretation of policy meaning throughout the University.
5. Assess the adequacy of training pertaining to controls and policies at all levels relative to their roles.

C. Reporting

1. Assess the accuracy and completeness of management reports to senior management and the Board of Trustees in relation to the strategic context and operational context described above.
2. Assess the environment and process by which follow-up action is taken on the reports described above.

D. Benchmarks

Identify appropriate benchmark institutions and provide comparisons of best practices where appropriate.

Summary Sheet
Audit Committee Process Review Consultants
PricewaterhouseCoopers Project Principals

Mark Match – Principal, Columbus, OH

Mark will work closely with the team as the local partner responsible for coordinating the work of the team across the University, quality assurance of the final work product and will be available to lead meetings should out-of-town subject matter leaders be required to attend meetings via phone.

Michael Barone – Managing Director, Boston, MA

Michael will serve as technical lead for the assessment of operational and financial controls. Mike is Managing Director in PwCs Internal Audit Services practice primarily serving the higher education and other nonprofit industries. He has over 25 years of auditing and financial management experience. Prior to joining PwC in 1998, Mike was Director of Internal Audit at Harvard University for twelve years. He also served as Harvard's Director of Financial Services for sponsored research administration and was an assistant controller at Rensselaer Polytechnic Institute.

Barbara Walsh – Managing Director, Atlanta, GA

Barbara is Managing Director and practice leader in the Health Sciences practice, specializing in Academic Medical Centers. She has over 28 years of experience in the university research and academic environments, with deep experience in university leadership processes and university strategy. She will serve as technical lead for the strategic and reporting elements of the project and will co-lead the benchmarking work with Michael Barone.

T.R. Kane – Director, Cleveland, OH

T.R. will serve as the local day-to-day project leader. He will manage the daily execution of the engagement, ensure resourcing requirements are met, and coordinate other project management activities. T.R. has over 10 years experience in operational and systems risk management. He has been actively involved in assisting clients throughout the United States, Canada, and Europe in developing, maintaining and assessing their overall risk compliance.

**Summary Sheet
Audit Committee Process Review Consultants
Project Approach**

STRATEGIC CONTEXT AND DECISION-MAKING

Evaluation of processes for implementation of strategy through executive decision-making

- Review existing relevant documentation and governing bylaws for senior leadership and the Trustees (Board policy manuals, minutes, etc.)
- Develop an understanding of and clearly document reporting relationships and the stated expectations, accountability structures and evaluation mechanisms
- Process map recent examples of major decisions made at the University to document how the issue proceeded through organizational levels to implementation
- Interview representatives of leadership and their support staffs
- Utilize survey instruments to map types of decisions against organizational levels in the University

OPERATING COMPLIANCE AND OPERATIONAL CONTROLS

Evaluation of processes for implementation of control and compliance structures to support fiscal accountability

- Interview numerous individuals throughout the University including central senior management, functional leaders, and administrators within the colleges and relevant affiliated entities
- Apply high level perspective of an internal control framework such as COSO as well as the PwC Internal Control Maturity Framework
- Develop an inventory of existing policies and procedures and compare the inventory to a list of key functions and business processes that support University financial operations
- Examine existing operations at the decentralized units as well as the central data reports that serve to monitor trends and identify outliers relative to policy and defined benchmarks
- Assess available training programs and review attendance at such programs, including extent to which training is mandatory or voluntary

REPORTING

Assessment of management reports provided to senior University leadership and the OSU Board of Trustees, as well as the environment and processes by which follow-up action is taken

- Analysis of Trustee and senior leadership report packages including documentation of content, process and frequency of financial reporting (such as P&Ls, Financial Status reports, Construction and Building Projects) and their relation to the specific strategic objectives of the University
- Evaluate content, frequency and utility of reports in relation to the strategic and operational content from the strategic and operational review components
- Assess the environment and process by which follow-up action is taken on the reports described above.

BENCHMARKS

Analyze OSU process and policy information in comparison to relevant industry leading policy and procedures from a select group of peers; define similarities and differences. (Benchmarks include Indiana University, Univ. of Michigan, Univ. of Wisconsin, UCLA, Penn State Univ., Univ. of Iowa, Univ. of Minnesota, Purdue Univ.)